

Regional Oral History Office
The Bancroft Library

University of California
Berkeley, California

Jewish Community Federation Leadership Oral History Project

Frances D. Green
PRESIDENT, JEWISH COMMUNITY FEDERATION OF SAN FRANCISCO, THE PENINSULA,
MARIN AND SONOMA COUNTIES, 1975-1976

With an Introduction by
Louis Weintraub

Interviews Conducted by
Eleanor Glaser
in 1994

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Jewish community leader

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Introduction by Louis Weintraub, former executive vice president, Jewish Welfare Federation of San Francisco, the Peninsula, Marin and Sonoma Counties.

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PREFACE

The Jewish Community Federation Leadership Oral History Project was initiated in 1990, under the sponsorship of the Jewish Community Endowment Fund, to record the recent history of the Jewish Welfare Federation. Through oral histories with the sixteen living past presidents and two past executives of the Federation, the project seeks to document Jewish philanthropy in the West Bay as spearheaded by the Federation during the past half-century.

The Jewish community can take pride in the manner in which it has, through the years, assumed the traditional Jewish role of providing for the less fortunate. Organized Jewish philanthropy in San Francisco began in 1850 with the Eureka Benevolent Association, today's Jewish Family and Children's Service Agency. With the organization in 1910 of the Federation of Jewish Charities, the community took the major step of coordinating thirteen separate social service agencies. The funding of local services was absorbed by the Community Chest when the Federation affiliated with it in 1922. Soon thereafter, the need was seen for an organization to support the financial needs of national and overseas agencies. This led to the formation of the Jewish National Welfare Fund in 1925, which pioneered in conducting a single annual campaign for Jewish needs outside of San Francisco. The Federation of Jewish Charities and the Jewish National Welfare Fund merged in 1955, becoming the Jewish Welfare Federation, the forerunner of the present Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties.

This oral history project was conceived by Phyllis Cook, executive director of the Jewish Community Endowment Fund, and Eleanor Glaser, the oral historian who had just completed the oral history of Sanford M. Treguboff, the late executive director of the Federation. They realized that 1990 would be the thirty-fifth year of the Jewish Welfare Federation and that it was none too soon to try to capture the insights and experiences of the Federation's first presidents. Not only would these leaders be able to document the dynamic history of the Federation, but they could link that to the activities of several other agencies since all had prepared themselves for their services as Federation president by working in one or another capacity in the earlier Jewish charitable institutions.

Thus, it was anticipated that through the recollections of these Federation presidents it might be also possible to understand the driving motivations and principles of those pioneer leaders and the forces they dealt with during the building of the Bay Area Jewish community.

Phyllis Cook, in consultation with the board of directors of the Jewish Community Endowment Fund, worked with the Regional Oral History Office of The Bancroft Library, University of California, Berkeley, to carry out the project. Direction of the project was assumed by Eleanor Glaser, the office research editor for Jewish history subjects.

In the oral history process the interviewer works closely with the memoirist in the preliminary research and in setting up topics for discussion. For the Federation project, Eleanor Glaser conducted extensive research in the Federation Board minutes in order to determine critical events, committee assignments, and the pressing needs during each president's term of office. The interviews are informal conversations that are tape recorded, transcribed, edited by the interviewer for continuity and clarity, checked and approved by the interviewee, and then final typed. The oral history manuscripts are open to research in libraries nationwide. Copies of the Federation project oral histories will be available in the Federation Library; The Bancroft Library; the Department of Special Collections, Library, UCLA; and in other libraries interested in collecting source material on this subject.

Sam Ladar, president of the Jewish Welfare Federation in 1965 and 1966, was the first interviewee. As the initial oral history for the project, general Federation information such as early board minutes, lists of officers, etc., have been included in the Ladar volume. Researchers are advised to start there.

The Regional Oral History Office was established in 1954 to record the lives of persons who have contributed significantly to the history of California and the West. The Office is administered by The Bancroft Library. Over the years the Office has documented a number of leaders in the California Jewish community. The Office is honored to have this opportunity to document Jewish philanthropy in the San Francisco Bay Area.

Eleanor Glaser, Project Director
Jewish Community Federation Leadership
Oral History Project

Willa Baum, Division Head
Regional Oral History Office

December 1996
Regional Oral History Office
The Bancroft Library
University of California, Berkeley

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INTRODUCTION--by Louis Weintraub

Not often in a lifetime does one come across that veritable rarity, the complete community leader. Frances Dinkelspiel Green is such a rarity. Her very existence is a beacon light for all who work as volunteers and professionals for the good of the total community.

It was my good fortune to observe and participate as Franny grew into a dynamic force for good. Leadership blood, as everyone knows, is in her genes. Her father headed the local Federation and was also president of the National Jewish Welfare Board and the Stanford University Board of Trustees. An uncle was president of Mt. Zion Hospital and Medical Center. Members of her family also held key leadership positions at the San Francisco Conservatory of Music and other communal institutions.

Yet the leadership mantle did not come her way simply through inheritance. She earned it slowly, painstakingly and methodically. What she accomplished was all the more remarkable in a leadership environment which up until then was almost totally male-dominant. As a woman, she was exposed continually to amusement, condescension and belittlement on the part of many who refused initially to take her seriously.

Franny persisted and prevailed despite the many obstacles placed in her path. She was a pioneer in the process known as group dynamics and led numerous seminars designed to raise Jewish consciousness among those selected for campaign leadership. She became active in the Federation's annual campaign, starting as a campaign solicitor and going through every measured step until reaching the top. She headed the Women's Division and its campaign and ultimately became the first woman in the history of the Federation to chair the overall Federation annual campaign. Applying herself even further, her energy and creativity led to her election as Federation President, the first woman to so serve.

Franny was never wedded exclusively to the Federation. The list of organizations in which she held leadership positions is too numerous to mention, but I find worthy of note her membership on the San Francisco Juvenile Justice Commission, her chairmanship of State of Israel Bonds, her presidency of Homewood Terrace, the Jewish Home for the Aged, the Hebrew Free Loan Association, and her Board involvement at Mt. Zion Hospital and Sinai Memorial Chapel.

Her interests were also national and international in scope and she gave of herself as seriously to the Council of Jewish Federations and United Jewish Appeal as she did to local programs. I remember the many productive hours she devoted to the quarterly meetings and General Assemblies of the Council of Jewish Federations. I recall also the deep interest she took in the Federation's financial commitment to Israel's

resettlement and absorption program, and of the days and weeks spent examining and reporting on Joint Distribution Committee activities in Paris, Rome and Morocco, as well as on refugee needs in Israel. She gave our local Study Missions color, spontaneity and focus.

Franny was non-parochial in her leadership contributions. She gave of her enormous talent to the life-saving work of the American Red Cross and served as Disaster Relief Chairman and as overall chairman of the Bay Area Chapter. Impressive improvements in the entire range of volunteer and emergency relief services provided by Red Cross resulted from her efforts.

Frances Green is an unusual human being. Selfless and totally giving in her approach to community service, she neither seeks nor expects recognition or reward. Her driving motivation is the desire to help others and she has a constitutional inability to say "no" when approached to take leadership positions in worthwhile organizations.

Her loyalty is legend, and her friendship is boundless. She was a source of great strength to me during my years with the Federation and our friendship remains steady and on-course to this day. She is truly a community treasure and merits the admiration and respect of all who strive to improve conditions for people in need.

We have all benefited from her presence among us and I am both pleased and privileged to give testimony to this effect.

Louis Weintraub, Former
Executive Vice President,
Jewish Welfare Federation of San
Francisco, Marin, and the Peninsula

September 19, 1994
Sacramento, California

INTERVIEW HISTORY--by Eleanor Glaser

The oral history of Frances D. Green is part of the Jewish Community Leadership Project, sponsored by the Jewish Community Endowment Fund and begun in 1990. The project documents the history of the San Francisco-based Jewish Community Federation through the oral histories of its past presidents and two former executive directors.

As a community leader, Frances Green follows in the footsteps of her father, Lloyd W. Dinkelspiel, the first president of the newly-formed Jewish Welfare Federation when the Federation of Jewish Charities and the Jewish National Welfare Fund merged in 1955. Franny, as she is called by all who know her, also attained Federation firsts: the first woman to head a Federation campaign drive and the first woman president of the Federation. Her earlier leadership positions were as campaign chairman of the Women's Division, where she introduced group dynamic techniques of fundraising, and as president of the Women's Division. Other firsts for Franny were becoming the first woman president of the Jewish Home for the Aged and the first woman president of the Hebrew Free Loan Association.

Franny is respected for the scope of her communal work, which began as early as the first year of her marriage to William H. Green, the owner of the Parsons Optical Company, now retired. The Greens have three children: Louise, David, and Florence. Franny's many volunteer activities encompassed the greater general community as well as the Jewish community. While these are too numerous to enumerate (see appendix for listing), a few are: member of the San Francisco Juvenile Justice Commission, director and secretary of Mount Zion Hospital and Medical Center, director of Emanu-El Residence Club, president of Homewood Terrace, chairman of the Golden Gate chapter of the American Red Cross.

Of her involvement with Homewood Terrace she stated, "I think Homewood Terrace (formerly the Jewish community's orphanage) actually gave me the most satisfaction . . . because I had closer contact with the children and the staff. It was a more hands-on experience than I've had with other agencies."

In recent years I had talked to Franny for background information for the oral histories of Sanford M. Treguboff and Rabbi Brain Lurie, both former executive directors of the Federation. It was during her presidency that Brian Lurie replaced Louis Weintraub as Federation executive. In her oral history she states, "I enjoyed my time as campaign chairman more than I enjoyed my time as president. There were many more problems that I had an many more unpleasant things during my time as president than there were in my time as campaign chairman." And

also. "I was used to campaigns because I'd been doing it for so many years in the Women's Division."

Three interviews with Franny were held in the spring of 1994. These took place in her twelfth floor apartment on upper Washington Street. She is an informal woman in both appearance and manner and often chuckles when recalling a past event. Upon completing the interviews, it became apparent there was a meager amount of information about her parents and brother. Consequently we taped a telephone interview that is part of the completed manuscript.

While Franny held the edited transcript for some time, when it was returned it was clear that she had carefully reviewed it. She had made some deletions and also additions that enhanced the oral history. Her efforts are greatly appreciated.

At her suggestion, Louis Weintraub was asked to write the introduction to this memoir, which he was happy to do.

Eleanor K. Glaser
Interviewer/Editor

August 1995
Regional Oral History Office
The Bancroft Library
University of California, Berkeley

BIOGRAPHICAL INFORMATION

(Please write clearly. Use black ink.)

Your full name Frances Dinkelspiel Green

Date of birth Oct. 15, 1928 Birthplace Oakland, Ca.

Father's full name Lloyd William Dinkelspiel

Occupation Lawyer Birthplace San Francisco

Mother's full name Florence Hellman Dinkelspiel

Occupation Housewife Birthplace San Francisco

Your spouse William Henry Green

Your children Louise Green Marsh, David Lloyd Green,
Florence Green Marchick

Where did you grow up? San Francisco

Present community San Francisco

Education finished third year at Stanford Univ
K thru 12 at Matheline Delmar Burke School

Occupation(s) Housewife

Areas of expertise Volunteerism

Other interests or activities

Organizations in which you are active Hebrew Free Loan

Institute on Aging Associates, Judah Magnes
Museum, Sinai Memorial Chapel, Honorary
Director of JCF + Jewish Home for the aged
San Francisco Leadership Bd. of United Way

Isaias Warren Hellman
m
Esther Neuggass

Frederick Jacobi
m
Flora Brandenstein

Isaias Warren Hellman, Jr. m Frances Jacobi

Beatrice Bachman m Samuel Dinkelspiel

Florence m Lloyd W. Dinkelspiel

Frances
m

William H. Green

Louise
m.

Richard Marsh

Kimberlee
Stesanie

Allison

David
m

Patricia Dwyer

Michael

Kathryn

Florence
m

Steven Marchick

Danielle

Emilé

Lloyd
m
Georganne
Gettler

Jeanne
Seymour

Lloyd, Jr.

Steven
m

Pamela Grans

Eli

Emma

Frances
m

Gary Wayne

Suzette

Charlotte

I EARLY YEARS

[Interview 1: April 28, 1994]##¹

Born October 15, 1928, in Oakland, California

Glaser: I want to ask you your date and place of birth.

Green: My date of birth was October 15, 1928. And I actually was born in Oakland.

Glaser: Oh, really?

Green: Yes.

Glaser: What were you doing there?

Green: My grandmother had a summer home over there, which beautiful acreage became what is today known as Dunsmuir House and Gardens. My parents built a home on the property. Actually, the reason that I was born in Oakland was that my mother went to the doctor who was over there. I can't remember what his name was, but he was some well-known doctor that she wanted to go to.

Glaser: So she was commuting from San Francisco?

Green: No. They stayed over there.

Glaser: I see. Were you born in the Dunsmuir home?

Green: No. I was born in Oakland, in the hospital. And my brother was born over there also, but he was born in July when we were living

¹ This symbol (##) indicates that a tape or segment of a tape has begun or ended. A guide to the tapes follows the transcript.

in the house for the summer. The doctor was over there so she stayed and had me. I get teased by my husband all the time.

Glaser: Not being a native. [Laughter]

Green: "She's really a foreigner." [Laughter]

Glaser: Was your brother younger than you?

Green: Yes, my brother was younger.

Glaser: I know that he's deceased.

Green: Yes.

Grandparents

Glaser: Tell me about your parents.

Green: Well, they were really very active people.

Glaser: What generation was your father, Lloyd Dinkelspiel, as far as emigrating from Europe. Who first came from Europe?

Green: I think his grandfather was the first to come. I think his father was born here, but I'm really not positive about it.

Glaser: There's a Dinkelspiel in Germany.

Green: Yes, we think the family came from there. We can't trace back any relation to the other Dinkelspiels. I talked to Martin Dinkelspiel about there being any family connection, but unfortunately he died before he could trace anything back to Germany and myself. My cousins Jim Schwabacher and Marie Louise Rosenberg and I actually had an oral history done by a member of the family from Baltimore, but we can't find the oral history.

Glaser: Oh, what a shame.

Green: She was the only one alive that could trace anything for us. So I really don't know if my grandfather was born in Grass Valley or came as a very young child.

Glaser: Would this be at the time of the gold rush?

Green: Probably.

Glaser: Did you know your grandparents?

Green: I never knew either grandfather.

Glaser: On your mother's side you're a Hellman, and they go way back, too. Was it your great-grandfather who started the bank that became Wells Fargo?

Green: Yes. He bought out Wells Fargo from the Welldon Company and merged it with the Nevada Bank that he owned.

Glaser: That was Isaias Hellman?

Green: Yes, Isaias.

Glaser: You knew your Grandmother Hellman?

Green: My Grandmother Hellman, yes.

Glaser: What was her name?

Green: Her name was Frances.

Glaser: So you're named for her. What was she like?

Green: Yes, I was named for her. Oh, she was fabulous. Both my grandmothers were really wonderful women. Different but wonderful. They were good friends. They were both very lady-like, really quite strong women.

Glaser: I didn't realize that you knew your Dinkelspiel grandmother. What was her name?

Green: Her name was Beatrice. The things I remember the most about Grandma Dinkelspiel is that she always had wonderful food. It was delicious. We always played bingo when she provided the dimes for us. She also introduced us to Yosemite because she loved Yosemite as did my Grandfather Dinkelspiel. They must have gone up there often when he was alive because there's a plaque to him at the entrance of the park. Our family used to go up in the summer to visit her. She took a cottage at the Awhanhee Hotel for a couple of months.

Glaser: As a family, what did you do for recreation? Did you go on trips together, on holidays?

- Green: No, actually we went to San Leandro; well, Dunsmuir House near Oakland. We called it San Leandro because it was a part of that city at one time. It later became a part of Oakland. The property extended to San Leandro when my grandfather was living. We also went to Lake Tahoe, and as I've said to Yosemite.
- Glaser: I know your father was a president of Temple Emanu-El. What was your religious training?
- Green: I went to Sunday school and was confirmed. I met one of my best friends in Sunday School. I still see several people I was confirmed with as we get together a few times a year for lunch. I went to the Katherine Delmar Burke School, so this was my only really Jewish contact with my age group.
- Glaser: To what degree was the family involved religiously?
- Green: My father was involved as he was a president of Emanu-El as was his father before him. My Grandmother Dinkelspiel went to Temple more often than my mother's side, who showed up on Rosh Hashonah and Yom Kippur holidays. Of course, we celebrated both Christmas and Hanukkah. We would light the Hanukkah lights without the presents. We got presents at Christmas. We always had a Seder dinner. One of the memories of Rosh Hashonah is during World War II my grandmother Dinkelspiel always having servicemen for lunch.
- Glaser: And you were young enough to be thrilled by that?
- Green: Absolutely. And, well, I was pretty young. My cousin, Marie Louise Schwabacher was older and was very attractive. She probably had a better time. But it was always a lot of fun.

Relatives

- Glaser: Your mentioning her reminds me I wanted to ask you about the various families you're related to.
- Green: My father's side of the family is quite small. My mother's side has a much larger extended family. My grandmother was a Bransten descendent (originally named Brandenstein). Her mother was a Bransten, one of nine brothers and sisters. Joe Bransten made a family tree years ago and it went on for pages. And my paternal grandmother had one sister who we knew, Aunt Norma Schwabacher. She had one daughter, who was childless. She was really a character. And we found out (I was married at the time) that Grandma also had a brother. They hadn't spoken for years, though.

Glaser: Oh, a black sheep. [Laughter]

Green: They finally ended up speaking shortly before they both died.

Glaser: And of course, there are a number of Hellmans.

Green: Actually not. My great-grandfather had one brother whose children and grandchildren live in Los Angeles. My grandfather was an only child. My grandmother had four children: Warren, Frederick (called Fritzie), Marco Francis (called Mick), and my mother, Florence, (called Flutie). My cousins are Warren Hellman, Nancy Bechtle, Katherine Black, Louise Hellman (don't know her name now as she's on husband number six whom I've never met), and Margery Strass. My father had one sister, Sophie Schwabacher. Her children, my first cousins, are James Schwabacher and Marie Louise Rosenberg.

Parents, Florence Hellman Dinkelspiel and Lloyd W. Dinkelspiel, Sr.

Glaser: Tell me about your mother. What was she like?

Green: My mother was a lot of fun; she was a very warm person. She was a very intelligent woman, which I probably didn't realize until I was a lot older. She was very involved in anything my brother and I did. We had a governess who was with us most of the time, and we looked forward to the special treats when we would go out with my mother on a Wednesday when it was this woman's day out. This is when we were very young, obviously.

She was a very strong woman, very petite, and it was probably very deceptive for she had a tremendous amount of strength, not so much physically as mentally. She was always there for my brother and myself and certainly always there for my father. One of the things that showed her strength was when my father was hit in the eye by a polo mallet. He was a polo player and we used to go out to watch him. One Sunday my mother took us to a concert to hear a pianist, Ruth Zelinsky. She got a telephone call in the middle of it that my father had been hit. Obviously she was very upset, but I remember her being very calm so we wouldn't become frightened.

Actually, my mother was the calming influence in the family--between her three brothers and my grandmother and with some of the children of her brothers. When her brothers were away, she was always the one who stepped in if there were any problems. During the war she had one of my cousins, Warren

Hellman, stay with us because both of his parents were in the army. My aunt was in the air corps, the women's part of the air corps, and my uncle was in the regular air corps. Warren stayed with us for about six months to a year while he went to school.

I also remember her strength when she took us back to visit my father in Ohio during the war. He had spent a great deal of effort trying to get into the army or navy or anything he could get into during the war. But he had one eye missing and he had high blood pressure, so it took him a long time to get in. Finally they accepted him as a lawyer and he was sent to Dayton. My mother decided we would visit him, and it was really a major production getting from here to Dayton, Ohio. But we made it and we made it back again. It was 1943 or '44, I was in high school then, and it was very difficult to go across the country at that time. The only way you could get there was by train and they were crowded. But she certainly had the strength to get us back there and get us home. It was a tough trip.

Glaser: How long did you stay with your father?

Green: I think we stayed three or four days.

Glaser: After that long time on the train!

Green: It was shorter than our going and coming.

I remember her great enthusiasm during the war because she was a spotter for the AWVS [American Women's Volunteer Service], and she loved her uniform. Fortunately, she never had to spot a plane as we never saw any enemy planes. Actually she was very enthusiastic about everything she did. She loved being on the board of education, and one of her best friends was the father of Stephen Breyer, the new justice of the Supreme Court. Irving Breyer was the lawyer for the board of education, and I remember my mother's great respect for him.

Then my mother went to work in a store for a cousin of hers who was ill. She bought the store after the woman died and moved it to Post Street. It was a wonderful store named Cargoes.

Glaser: What kind of store was this?

Green: It was wedding presents, china, glassware.

Glaser: Oh, a gift shop.

Green: A gift shop; she had beautiful things. It was just coming into the black when she died. It was very popular, and I still have many items we got from there as wedding presents.

Glaser: What was the cause of her death?

Green: Stomach cancer. She died forty-one years ago. She never told us how sick she was or that she was dying. She had had an operation, and neither my father nor my mother ever told us what it was. Either we were too naive or we didn't want to face the fact that she was so seriously ill. She encouraged the four of us, my brother was married to his first wife then, to go to Europe and she took care of our two children while we were gone. We did have someone to take care of the children, but they stayed with my mother at the Dunsmuir House in San Leandro. I never heard her complain during her illness.

Glaser: Stomach cancer is terribly painful.

Green: Yes. She died within a year.

Glaser: It's hard to understand how she could go on with such pain.

Green: Looking back on it, it's hard to believe she could have been so thoughtful and caring of us that she didn't want to burden us with worry. I was either too stupid, too blind, or too selfish to realize what she was going through.

Glaser: Did your father remarry?

Green: My father remarried a woman named Anna; I don't remember what her maiden name was. She was very nice, very warm, and kind. They married three or four years afterwards, and he was very happy with her. She made him a very nice wife. He was married to her a very short time before he died.

Glaser: When did he die?

Green: He died in 1959. I believe they were only married a few years, but he had known her quite awhile.

Glaser: In talking to various people, I've gotten the picture of your father as being such an esteemed person, revered. I want to relate to you an anecdote that Robert Sinton told me when I interviewed him. I thought you would get a kick out of this. I'll read it to you. "When Lloyd was the president of the Welfare Fund, the American Jewish Committee invited him over to speak to them. He had a wonderful sense of humor and he said, 'Ladies and gentlemen, I understand that the American Jewish Committee can

make relations better between Jews and non-Jews and I think you do a wonderful job. But I have a bone to pick with you. Your organization sends me more material than I can keep up with. I think you're causing anti-semitism among mailmen.'" Then Mr. Sinton went on to say, "He was that kind of guy. He was really a delightful gentlemen and he had a wonderful sense of humor."

Green: He did. He had a fabulous sense of humor. He gave one speech that I remember. He was introducing someone in his law firm and said, "I see him every day on my way to the bathroom." It doesn't sound so funny out of context, but there was an explosion of laughter from the 400 people there. [Laughter]

Glaser: What kind of law did your father practice?

Green: He was a trial lawyer (not criminal). I remember him telling my mother that his clients were so pleased with him because he looked so rumpled that he must be up all night working on the case. And the jury liked that appearance. My mother said, "I can't believe it. You go to court every morning with a freshly pressed suit." "Yes," he said, "but I haven't changed that suit because I'm superstitious." We never saw him present a case, but evidently he was a very good trial lawyer.

He was a brilliant man, a wonderful lawyer, fabulous head of all the committees he was on. Charming, wonderful, and to us he was a clown. He would be furious with us at dinner about something, and the next minute he would be laughing and joking and making fun of the whole situation, much to my mother's chagrin and disapproval. He had a quick temper but it was gone as quickly as it came. He was also an extremely warm person.

One thing that didn't fit with how people thought about him with his great stature was when I went to sign my will. He couldn't find it, it was under so many pieces of paper on his desk. But it did finally show up.

Glaser: As you were growing up, what did you perceive of his community activities? Was any of this brought home or told at dinner or socially?

Green: Yes, we always knew how involved he was. I do remember during the war he was involved with the Joint Distribution Committee. And I do remember conversations about what was happening to Jews in Germany. Two members of the family who were distantly related were brought over here, one on my mother's side and one on my father's. There was a single couple and the other couple had a son.

We were always aware of what was happening in Europe. Obviously they didn't know the extent of it, but they certainly told us what was happening. I do remember one occasion after I was married that changed my thinking. I love animals, especially dogs. I was talking to my father one day when there was a ship coming in from Shanghai. "Oh," I said, "it's bringing in all these dogs, isn't it wonderful." He said, "Yes, it's very nice, but I want you to know there are a lot of people on that ship whose lives were saved only because we were able to get them out. Give some thought to that, too."

My father really loved Stanford; Stanford was his pride and joy. He did a very good job for Stanford as trustee and chairman of the board. He was the first Jew who was that involved. I know he was the first Jew who was the chairman of the board. He had a very, very close relationship with Wallace Sterling, who was president of the university. Together they really moved it ahead. They were the ones that moved the medical school down to the Peninsula. And they were the beginning of the ones who got the Stanford Shopping Center going.

Glaser: And there's a Dinkelspiel Auditorium at Stanford.

Green: Yes, he gave that in memory of my mother. She probably turned over in her grave seeing as she went to Mills. [Laughter]

Brother, Lloyd W. Dinkelspiel, Jr.

Glaser: What was your relationship with your brother?

Green: My brother and I were really quite close. We were only twenty-one months apart. We were together a great deal as children and like all siblings fought a lot. My grandmother Hellman would quote some German proverb about birds of a nest are supposed to get along--or something weird like that. As we got older he went his way with his friends and I went with mine.

Glaser: Did he go to Stanford?

Green: He went to Stanford and then to Harvard. We traveled with Lloyd and Georgeanne, and when they were divorced his comment was, "You take your choice, me or Georgeanne." It was obviously a very unpleasant divorce. When he remarried we remained very friendly with Lloyd and his new wife, Jeannie. As a matter of fact, when we went to Europe one time, Lloyd moved into our house and he had

his, hers, and ours. His children, her children, and our children that he was responsible for.

Glaser: Did he practice law with your father?

Green: He practiced law with my father, and he was evidently a crackerjack lawyer. When he was involved with the Federation he was campaign chairman. He was involved with the temple and was supposed to go on to being the president, but he didn't live that long.

Glaser: How old was he when he died?

Green: He was forty-five.

Glaser: What did he die of?

Green: He died of a heart attack while skiing. We had dinner with them the night before they went up, and I guess it was just a routine ski outing. He had a massive coronary on the ski slopes and they couldn't get to him in time.

Glaser: Oh my. How many children did he leave?

Green: Three children, delightful children. Two are married and each has a child. The middle one, Steven, is a district attorney in San Mateo. The oldest boy, Lloyd III, is a contractor and Frances is a reporter. She is married to a man named Gary Wayne, but she goes under her own name.

Glaser: Are any Jewishly identified?

Green: Actually all of them. They both married Jews. Steven especially because his wife's background is quite Jewish, and their daughter knows a lot about Judaism. She's five. A brilliant, brilliant child. Lloyd is the one who is not married. I don't know how active they are in going to temple, but they are Jewish identified.

There's one thing I want to say about my brother. We would be in the middle of a fight, arguing violently. If either Bill or Jeannie said something against one of us, we flew at them. So the word was, "Don't get into the middle of their argument."

II MARRIAGE AND CHILDREN

Married to William H. Green, 1949

Glaser: You went to Stanford after the Katherine Burke School. And you married before you graduated?

Green: Right. I married after my third year, which was lucky because I probably wouldn't have graduated anyway.

Glaser: Why?

Green: Because I wasn't doing very well.

Glaser: And you studied speech and drama?

Green: I majored in speech and drama.

Glaser: If you had continued, how would you have used that?

Green: I doubt if I would have. I think it did help, actually, as it turned out. The speech courses certainly helped when I was forced into speaking. I must have remembered something. But I liked it. I was not a very good actress. But I certainly enjoyed it. There was a great deal of English literature, both books and plays, connected to the major, which I liked. I never would have made Broadway.

Glaser: What year did you marry?

Green: Nineteen forty-nine. Bill says we met at parties, but I don't really remember meeting him there. He was at Stanford when I was a freshman, and he came back from the war, but we did not meet there. We actually met at Lake Tahoe (really talked for the first time) in 1948.

Glaser: So, he's a San Franciscan also.

Husband's Family

Green: Yes, he is. His father, Louis Green, and his uncle Aaron Green were founders of the Green's Eye Hospital.

Glaser: You had something funny to tell me. [Laughter]

Green: It's an abortion clinic now. They were pioneers in the eye field, inventing the eye refractor that is still used today to examine eyes. They went to India and Russia to study glaucoma and cornea transplants. He died when Bill was quite young.

My mother-in-law was a wonderful woman, a great lady, she was an old San Franciscan. Her mother was really the matriarch of the family, a fabulous person. Her name was Caroline Fisher Sahlein. She was also born here. The Fisher family came from Australia about the time of the gold rush. My mother-in-law, Rose Goldman, remarried to Jack Goldman, had two sisters: Marian Meyer and Eva Bloch. "Dearie" as Caroline Sahlein was called by her grandchildren and great-grandchildren was a remarkable woman. She was admired, loved, and respected by all.

Her feelings of keeping the family closely tied to each other have been handed down through generations. For example: my mother-in-law and her two daughters Wini Silver and Marion Euphrat (and myself when I was on the Peninsula) met every Friday for lunch. After she passed away the tradition was carried on by her daughters and the next generation.

Mrs. Sahlein was actively Jewish. She was one of the first presidents of congregation Emanu-El, an active temple goer, and involved in other Jewish organizations. It only rubbed off on her oldest daughter, Eva Bloch.

Children

Glaser: Now tell me about your children.

Green: Louise Marsh, David Green, and Florence Marchick. Louise is married to Dick Marsh and their children are Allison, Stefanie, and Kimberlee. David is married to Pat and their children are

Kathryn and Michael. Florence is married to Steve Marchick and their children are Emily and Danielle.

Glaser: Do they live in the Bay Area?

Green: Only Florence and her family. She's moved all over the Bay Area. Louise and her husband and family are in Portland. David and his family are in Boston.

Glaser: Is he still a social worker?

Green: No, he works for a small computer company helping to design educational software.

Glaser: What does your youngest daughter do?

Green: She's also a social worker, although approaching it from a less traditional method.

Glaser: I assume your eldest daughter is busy being a mother.

Green: No, my eldest daughter is working at the present time. She went back to school and got a degree in public administration. She's working for an agency for the elderly, part-time. Her children are older--one is in college and the youngest was bat mitzvah last week.

III VOLUNTEER ACTIVITIES

Mount Zion Hospital Coffee Shop

Glaser: I want to ask you now about your early volunteering. The first year of marriage you volunteered at Mt. Zion hospital.

Green: In the coffee shop. That was before the coffee shop was professionally run. It was run by volunteers. And we messed it up quite a few times, I have to say. We made sandwiches and we mostly waited on the doctors and visitors. It was only open for lunch. We were young and it was interesting. It was sort of an eye opener, too, because the best and worst in people seem to come out when they are being waited on.

Youth Guidance Center

Glaser: From there you went on to youth work?

Green: That same year I was a volunteer at the Youth Guidance Center.

Glaser: What did you do there?

Green: I drove girls to their doctors' or psychiatrists' appointments. One girl I sat with in court because she was underage. They were mostly dependent and neglected children, although a few were there for delinquent acts they had committed, or as witnesses to an adult's crime.

Glaser: Why did you choose that organization?

Green: A friend of my mother's was a referee at the court and she asked if I'd be interested in volunteering some time. And I did.

There were just two of us at the time, another lady and myself. It was interesting, probably got me started on the rest of the time with involvement in the children's agencies. I do have to tell you I've gone from children to the aged to the burial agencies. [Laughter] It's quite a progression.

The Children's Schools

Glaser: After your children came, were you busy with their schools?

Green: Yes, I worked with the PTA when David was at Madison. I was very involved with the nursery school. They were in a nursery school with parents doing the volunteering. They had teachers but the parents helped.

Glaser: That was Presidio Hill?

Green: Presidio Hill, yes, and I ended up by being president of that one. And that was quite a bit of work because we had rummage sales and all sorts of things, and like most schools it had no money.

San Francisco Hearing and Speech Clinic

Green: My first board was the board of the Mount Zion Auxiliary. And then I was on the Homewood Terrace Auxiliary.

Glaser: Before that you were at the San Francisco Hearing and Speech Clinic, before Homewood Terrace.

Green: Yes, I was on the board of that one. I got on that one because Florence had a hearing problem as a little girl and she went for speech therapy at a program run by this agency. Dr. Shirley Baron, our ear, nose, and throat doctor recommended me for the board.

Venture House

Glaser: What is Venture House?

Green: Venture House was a rented house on Haight Street near Gough Street where children came to be helped with their work after school. I was tutoring after-school children who needed help. They were mostly African-American children. It reminds me of what Temple Emanu-El is now doing a tutoring with a Baptist church. I never found out if it helped the kids or not. Actually, they liked to come and talk. I would read to them much more than they would work.

Glaser: Oh, I'm sure it must have helped, that one-on-one contact.

Green: I hope so. It didn't last too long because the person who was instrumental in starting the program moved out of town.

Emanu-El Residence Club

Glaser: How did you get involved with the Emanu-El Club?

Green: I was on the board; I have no idea who put me on. I seemed to have been available for all these boards. I wasn't on there terribly long because it went out of business. I do remember being on the board when my mother died. The woman who ran it, who's been deceased for years, phoned and wanted some information. My husband had a fit. He said, "Just tell her you are not going to talk to her." It didn't matter what I said, she kept on talking anyway. This was one of the few agencies that put itself out of business.

Glaser: You have a comment there, an unspoken comment, about agencies staying on after their need has ended.

Green: There's a tendency for agencies to never give up.

Glaser: There's a kind of an investment on the part of those who are the administrators.

Green: Or, "Let's increase the program and then we will have something more to do." But this one did give up, realizing the girls coming to San Francisco were no longer looking for this kind of communal living arrangement.

Glaser: Now it's the Zen Center, I believe.

Green: Yes, it is the Zen Center. It just wasn't needed anymore. And that was true of Homewood Terrace, too, it outlived its usefulness as a separate agency.

Homewood Terrace

Glaser: Shall we talk about Homewood Terrace? I was surprised that it went through the various stages of closing since it was, I think, among the very first social agencies for the Jewish community going way back to the gold rush days.

Green: It was part of the Eureka Benevolent Society. It was that one, the Hebrew Free Loan, Jewish Home, and the Jewish Family Service Agency. I started on the board of the auxiliary and Homewood Terrace had changed at that time. It was out on Ocean Avenue. Originally it was an orphanage, but as time went on there were very few orphans. Almost all of them had a parent, or possibly two parents, who couldn't take care of them for some reason or another. They were not delinquents the way we think of delinquency now, but they had to be removed from their home for some specific reason.

I became very friendly, very close, to one of the children out there. And I still see her, actually. She's now in her forties and married. She was there not because of any fault of her own but because her mother was just a very troubled person and wouldn't take care of her. She was acting up in school, thought to be a slow learner, and her mother said she couldn't do anything with her. It was the mother's problem, not the child's.

There was one family there that had thirteen children. The mother could take care of them until they were about five or six years old. She was fine with the little ones and then she couldn't handle the older ones.

Glaser: Were these all Jewish children?

Green: They were all Jewish. At times it was questioned whether they were all "really" Jewish. But for all intents and purposes the children felt they were Jewish. They celebrated every holiday and they went to services.

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Glaser: What did you mean when you said they were not 100 percent Jewish?

Green: It was often whether both parents were Jewish. It was questioned a couple of times whether any of the parents were Jewish. There was at least one parent that was Jewish. This child I'm talking about, I don't think they knew who the father was anyway. Her mother was Jewish, though, and she was Jewish. She feels very strongly identified to this day as a Jew. And the one family

with the thirteen children, one of the parents was Catholic. That we know because we tried to -- [phone interrupts]

Glaser: You were talking about the one family.

Green: Well, the one family was Catholic because there came a time when we sort of laughed, "Couldn't the Catholic charities take care of some of them instead of us taking care of all thirteen?" I think there was a time when Homewood Terrace just couldn't take all of them. But I was not around anymore after. The questions about Jewishness came up at budget time with the Federation, as this was a very expensive agency to run.

Glaser: So, you didn't follow through all of the permutations of Homewood when it ended up merging into Jewish Family Service?

Green: I was on the board of Jewish Family Services during the merger. The new name Jewish Family and Children's Services came after the merger. I went on the board of Homewood Terrace, the auxiliary, and I was in real contact with the children at that time. So I knew a lot more at that time about what was actually going on. And then I became a board member and we still knew because there was still an auxiliary. Then the director who came in at that point didn't want the auxiliary. So he got rid of it and didn't want it to-- I guess he thought there should be just professionals working with them. I think that when they lost the auxiliary they started to go downhill because things were not known about what was going on. And there is a tendency, when you have lay people working on groups, that they know really what's happening.

I did become president of the home. And the day after I was no longer president I got a telephone call from the new president that there was a strike from all of the workers out there against the head social worker. Fortunately it happened after I got out of office. But to this day, every time I see him, it reminds me of it. Anyway, there was a problem with the home at that point. There was nothing really bad. I mean there were not beatings or any of that. But there was a real problem with the head social worker.

Glaser: Was the head social worker the administrator?

Green: No, the administrator backed the head social worker. I was on the committee that looked into this. And there was a lot of proof that the social worker was really not doing a good job, that she was not good and was causing a lot of problems out there. The administrator was asked to fire her and he said, "No,

I hire and I fire. And," he said, "I'm not going to fire her."
So he was fired.

Glaser: By whom?

Green: By the board, and they could. Nobody could keep her and he wouldn't get rid of her. And of course, then, she turned on him after he saved her job. But it was a mess.

Glaser: Well, the whole concept of an orphanage as such--

Green: Has gone, completely gone. The concept of out-of-home placement has also gone by the wayside as far as I know. I'm not involved anymore in that particular aspect of the community. But reading in the paper and knowing what's going on, I can't believe that there's not a need anymore for out-of-home placement.

Glaser: But since then Homewood Terrace merged with the Jewish Family Service.

Green: Homewood Terrace changed from the large facility at Ocean Avenue to six group homes long before the merger. The property on Ocean Avenue was sold by Homewood Terrace. The group homes were kept for awhile and then sold.

Glaser: What does group homes mean?

Green: Six children in a home around San Francisco, with house parents.

Glaser: Oh, this was like being placed with foster parents?

Green: No, the people who ran them were paid by the agency and were responsible to the agency.

Glaser: They weren't specially built homes?

Green: No. They were bought, they were bought from the community, just regular homes. And they would put six children in them. That's what they were licensed for.

Glaser: So they weren't placed in an ordinary home. These were special homes.

Green: They were special homes.

Glaser: And then it went from there, from the group home, to foster homes?

Green: Rarely. They had a separate foster home program. The children either went back to their homes or graduated to being on their own.

Glaser: I see. So then it went from the group homes to the--

Green: To nothing.

Glaser: --to the merger with the Jewish Family Service?

Green: Yes, there were group homes when they merged. I think they kept the group homes for a while. And then times have changed and they didn't need group homes. I think there were less and less children being placed out of their homes. Many of them came through the court. And I think the children who needed out-of-home placement were becoming more violent and much more difficult to place in an open setting than they were, certainly when I was there. The trend has been to keep children in their own homes if possible. As violence has increased an open setting does not seem to be a viable alternative for the more difficult youngsters.

Glaser: Well, if the Jewish Family and Children Services now feels that with their load of children there should be a return to group homes, do you think they would move in that direction?

Green: I would hope so; but now it would probably be too expensive and a great problem with the neighborhoods. The community is wrestling with alternatives to keep families together.

San Francisco Juvenile Justice Commission, 1968-1976

Glaser: How did you get involved with the San Francisco Juvenile Justice Commission?

Green: One of Bill's cousins was a referee up there, and he asked me once if I would be interested in going on the Juvenile Justice Commission. I said, "Sure, it sounds interesting." The judge at the time was Judge O'Conner, and he appointed me. I had no idea that there was going to be the uproar that was going on in the juvenile system, mainly directed at the judge of the juvenile court.

Glaser: Tell me about that uproar, I don't know anything about it.

- Green: There was a big complaint about the judge that he was too harsh and too strict. He was a difficult man, because every time we got something straightened out with him then somebody would back him into a corner and he would come out flashing fire. The superintendent of Juvenile Hall had been accused of slapping a child. I was on the committee that investigated. The whole thing was ridiculous because if this man had slapped somebody they would have been clear through the window. [Laughter] It was a time that everything was wrong with the system, there was nothing wrong with the children, and that every home was loving and kind so why should a child be removed.
- Glaser: In what sense?
- Green: "Don't warehouse our children. They shouldn't be in this terrible place. They should be in the community. The community is more able to take care of them." The problem is the community didn't have the facilities to take care of them and they still don't have the facilities to take care of them.
- Glaser: So they're just set loose?
- Green: No, the actual fight was over the dependent, neglected children. The community groups didn't like them up there. It was too cold and sterile. Dependent-neglected children are now being protected by other agencies. Unfortunately the number of abused children has grown. Delinquency has changed. Teenagers are much more vicious. I don't think they keep children up there unless they really need to be incarcerated. The crimes are much worse than they were that many years ago.
- Glaser: You were the chairman on the special study committee on the commission?
- Green: I don't remember that. What did we study?
- Glaser: Well, it sounds as if it resulted in the Bay Area Social Planning Council, which sounds like something that United Bay Area Crusade would do with their social planning.
- Green: I know I was on quite a few planning committees. But the one I do remember the best being on was when there was this discussion about taking the children into the community and letting the community handle the dependent, neglected children. A group of us did go into three parts of the community. We went to Hunters Point, we went into the Western Addition, and we went to the Mission. And a woman who's very active in the community now by the name of Espanola Jackson, who probably doesn't remember this very well, did it for us. She led the group, trying to get the

communities themselves to take over the dependent, neglected children within the communities they came from. It didn't get off the ground. It just didn't fly. I don't think that we had any impact as a committee.

Glaser: Did you have a sense of accomplishment working with this commission?

Green: Not particularly. We tried. I think it's almost a no-win situation. It's still a no-win situation. They're still having a problem.

Glaser: So you're really frustrated rather than--?

Green: Satisfied. It was an interesting experience. I met a lot of nice people, and there were some very dedicated people who sort of took it on the chin. It would be interesting for somebody to do a report sometime on what's happened on the Juvenile Justice Commission over the last fifty years. Not just the commission but on juvenile justice, because I think the same screaming, the same talking that's going on now was going on then. I'd love to see a study of what has resulted from a push for change. I often wonder how many children that so called "children's advocates" sent home were abused.

Glaser: So no real solutions?

Green: Hopefully there are, but I don't know what.

Mount Zion Hospital's West Side Community Center

Glaser: Tell me about Mount Zion's West Side Community Center.

Green: It was a consortium.

Glaser: Did it come about or was it just a plan that was never carried out?

Green: No, it was a consortium of working with the mentally ill, of people with problems. And there was the real push to close the institutions--from this group. Reagan's taking the blame, but this is one of the groups that really pioneered closing institutions for the mentally ill and putting them in the community. There was only one problem. They didn't have any place to put them. One of the psychiatrists at Mount Zion was one of the prime movers, and David Crystal from the Jewish Family

Service Agency was another prime mover. They were right in theory, you know. But unfortunately nobody went ahead and did it.

Glaser: Is this still in existence? I've never heard of it.

Green: It's out of existence. It was an effort. This was one. This was the west side and these consortiums in different areas of the city were really an effort to combine all of the agencies and the people who ran them and representatives to see if they could do something together. There was nothing wrong with the theory at all. It was a good theory. It just didn't work because as I said, there was no follow up.

Sunnyhills Child Care Agency

Glaser: Sunnyhills Child Care Agency was another one you were active in.

Green: That's a non-Jewish agency.

Glaser: Is that still in existence?

Green: Yes, that's still in existence. It's over in Marin County.

Glaser: And what did you do with them?

Green: I was on the board and that's all.

Glaser: Is this an effective place?

Green: I think so. I think they had a very effective program. It was not too dissimilar from Homewood Terrace except they kept their campus over in Marin. And they had group homes in San Francisco. It was not as well run, I didn't think, as Homewood Terrace.

Glaser: How did you get involved with that?

Green: From Patty Costello, a woman I'd gone to school with and became involved with in other organizations. [Laughter] She thought they should have a Jewish member. She's not Jewish. But I think this was the reason.

Personal Aspects of Volunteering

- Glaser: What was the selective factor for your getting involved in those agencies and groups that you chose to work with?
- Green: No particular selective factor, except what my overall interest was at the time.
- Glaser: Didn't you reach out and choose?
- Green: I think they were sort of interrelated. Sunnyhills was certainly related to the Homewood Terrace experience.
- Glaser: Was there the possibility of taking what you learned in one agency and volunteer groups to another one?
- Green: I tried. It certainly helped with the Federation. You know, taking the knowledge I had of the community into the Federation. I really strongly believe that you should not start at the top of the Federation. You should start in one of these agencies and then move up. At this era in time most of us moved from agencies into Federation. This does not always hold true anymore, although many of the past chairmen of campaigns and Federation presidents have had agency experience.
- Glaser: Of all the volunteer groups that you've talked about so far, which one gave you the most satisfaction?
- Green: I think Homewood Terrace actually gave me the most satisfaction.
- Glaser: Was it because you were in closer contact with the children?
- Green: I think so, yes. I thoroughly enjoyed that, working with the children and working with the staff out there. We staffed the library and we took the children out on outings. We had outings for them. And by the way, this I remember from my childhood: Homewood Terrace used to come over to San Leandro once a year for a picnic and barbecue. It was a more hands-on experience with the clients than I've had with other agencies.
- Glaser: Was there anything you learned about yourself in doing volunteer work?
- Green: I learned that I was fortunate to be able to give as much time to the volunteer field as I would have if I was working and that I have a big mouth. That I sure do. [Laughter] That I did learn. I don't know if I learned that so much at the beginning as I did later on.

Glaser: By that you meant that--

Green: That I guess I'm not afraid to say what I think, what I feel should be done. It's not very political, but fortunately I really don't care.

Glaser: But that makes for a good volunteer. Maybe not for the administrator, but think of how you benefit those who are the recipients of the care.

Green: Homewood Terrace really had a very good staff. They were very, very nice people who were the group home parents, especially the ones that were with us on outings when they had the big places. There was also a wonderful couple who were the recreation directors. I didn't know them that well when they moved over to the small group homes. Most of the ones on Ocean Avenue retired and the house parents became unionized. It was impossible for one couple to do twenty-four hours a day for the whole week. I thought this agency did a very good job over the years. I did a little bit of everything at that time, I guess. I must have done a little bit of Burke School with the girls, a little bit of PTA, a little bit of dog training.

Glaser: How did you get involved with that?

Green: Our collie was trained by a man who wanted to start a new kind of a kennel club. A few of us who had dogs became involved in this club and put on obedience trials. Anyway, I said I'd like to dog train some children. I did for awhile, but it didn't last too long. After running after a dog that had run out of class all over Golden Gate Park, I'd had enough.

Glaser: You seem to enjoy your activities with children.

Green: I did. I really did and I thoroughly enjoyed the activity with children.

IV WOMEN'S DIVISION

First Activities

Glaser: Please talk about the Women's Division. What was your first activity? You appear in the minutes of the Women's Division when you're the campaign chairman.

Green: That's about when I started.

Glaser: You started with that?

Green: No, I didn't. I started on the luncheon with my cousin Marie Louise Schwabacher. I have some memory of her phoning and asking me to do something, and I guess I must have done it. Then I was asked out of a clear blue sky to be a vice chairman of the Women's Division campaign. Well, we did that in the Federation. Desperation.

Glaser: Take somebody who looks as if they don't know how to say no.

Green: That's right, and talk them into it.

Relations with Federation Board

Green: Then I became campaign chairman the next year, and I couldn't stand what was happening, I do have to tell you. I really couldn't believe this baloney that was going on with it was too expensive to raise seventy-five dollars, don't go any higher. We raised it to \$100. Well, at this point, the women were really the second class citizens of the Federation, although the Federation gave good lip service to it and were certainly nice about it.

But I tell you, every time I wanted to do something, I had to go and ask permission. I think I told you this another time. I think it's down here. I had to go and ask permission. And I remember going to the executive committee and asking permission for a \$250 minimum lunch. And they gave it. I mean, \$250 was just unheard of in those days. This was a plus gift after the man's gift was in. Sometimes the wives' gifts were larger than their husbands'. Women were beginning to have influence on family gifts.

Glaser: Well, in 1964 when you were the campaign chair, that was the first time that the Women's Division had a representative to sit on the Federation board. And I would have thought there was a closer relationship to the Federation board.

Green: I really didn't represent the Women's Division as it is structured now. I was purely campaign at that time so fund raising was all I discussed. I did become a member of the board in my own right, not too much later.

Glaser: In 1964, you were on the Federation board, and you asked the board if it supported the principle of women's giving because, you said, "If that support is lacking, Women's Division can never be successful."

Green: Did I really say that?

Glaser: Yes. It's in the minutes.

Green: I probably did. [Laughter] I told you I had a lot to say.

Glaser: Well, it means that there was a lot of frustration on your part.

Green: There was a lot of frustration. But in fairness to the Federation, I didn't really try to fight them. I tried to join them, to make them see. It was not an antagonistic confrontation. I just couldn't accept some of the remarks that were made about women. They tried to be nice: "You cute little ladies, you're doing a wonderful job, blah, blah, blah..."

Glaser: Patronizing.

Green: Patronizing. But there was an underlying threat if the women ever really got going that they would take over. Women's Division's amount credited to it during campaign stopped at \$1,000. Anything above went to the general campaign. Madeleine Russell's gift (among the largest) was not credited to us. This was changed about 1965 and we were able to really move ahead. Peter Haas was very supportive of the Women's Division. He was

the campaign chairman when I was Women's Division campaign chairman. Carl Stern, who was the next campaign chairman when I was president, was extremely supportive of it. So there was a big help from that. I think Treg came around, too. I mean, he was never against it but probably he didn't think about it too much. And then the Women's Division had Seymour Kleid, who was our executive, and he was very good. Lou Wientraub was always supportive but was not in charge then. We really tried to get more involvement, which we began to do.

Marilyn Borovoy, who doesn't remember talking to me, said, "If you can get certain people, you will get into more groups." And one of them was Annette Dobbs.

I didn't know Annette so I phoned her and asked if she'd have lunch with me--I don't think she remembers this. I asked her if she would do something and she did. And she did have a big following. She chaired a luncheon. It was at Trader Vic's. She did a terrific job, started to break ground by bringing in new people with that. There was another woman named Phyllis Ginsberg who was also very involved, and she brought in a lot of new people. Instead of one function, we had two, and raised the top level from \$75 to \$100. The following year we brought in the \$250 minimum luncheon.

I was campaign chairman for one year and then became president [looking at her chronology sheet].¹ With the help of Golda Kaufman, Margaret Bernstein, and Cissie Swig to name just a few, we increased the role of the Women's Division itself.

Education for Giving

Glaser: A Mrs. Frank A. Koffman of Baltimore came out and gave a training session in group dynamics in 1966 when you were president.

Green: Yes, but that was later. I became involved in the national level of the Council of Jewish Federations, in the Women's Division. I went to a meeting of the Council in St. Louis, and it was at this meeting that a group from Milwaukee introduced the use of group dynamics as a fundraising tool. It had been evolved and designed by college professors. It was the use of interaction in getting people to raise money. It was done with the small groups and it

¹ "Women's Division Campaign Chairmen, 1948 to 1972," lists Mrs. Green as chairman in 1963-1964. See appendix.

was very effective. It was extremely effective at this meeting. It turned everybody on. The woman who was the Council of Federations Women's Division executive, Bea Finkelstein, was a dynamo. She probably single handedly did more for Women's Division through all of us than any other person I could name in the country.

Glaser: Aside from group dynamics, what did you do to educate women for giving?

Green: We did take them to the various agencies to see what the Jewish community was doing in San Francisco. Part of group dynamics was education because there was a questionnaire that was a part of the group dynamics session. It included all of the various needs in the Federation group. The big thing was, "How do you feel about asking for money?" The whole gist of it was if you know what you're asking for, and if you believe it, then you'll pass it on to the next person.

I remember when we did the men the following year or two years later. One question was something about Mount Zion being a Jewish institution. One of the men said, "Who said it was Jewish?" He had to be educated on that subject and convinced that it was before he could really successfully solicit anyone.

Glaser: So I suppose when you're trying to educate people for the importance of giving, you're really educating them for the need.

Green: At the same time.

Glaser: What the funds are going to be used for. But was there a corollary to this, that of the importance of the Women's Division itself?

Green: It was a slow process I want to tell you. But, two things were key. To find key people to bring in more women, and to make the Women's Division an organization that everyone was proud to belong to. That giving money to the Federation was a Jewish woman's responsibility. To be in the Women's Division was acceptable. It was not something that you shied away from, which people had done before.

Glaser: How did that happen? That must have taken a lot of effort.

Green: It took quite a while but it did grow.

Glaser: Was it because the kind of women who were active the other women wanted to be with?

Green: I think that was part of it. We had wonderful success down in the Peninsula with a group of women who everybody wanted to be with and who were young. And we were young. You know, I had forgotten, when they talk about getting young people involved today, how young we were then. We weren't twenty but we were not much over thirty.

Fundraising

Glaser: One of the things you did as president that I thought was very funny was you had a program called, "Take Your Favorite Jew to Lunch."

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Green: When I said that, I was thinking of Annette Dobbs, when I took her to lunch. I couldn't phone her cold and say, "Would you like to be chairman of the lunch?" So, we went. We were also talking about face-to-face solicitation.

Glaser: Was that something new?

Green: No, I think there had always been face-to-face solicitation. It's something that nobody really particularly wants to do but it's really the way that you make the most money. The men had been doing it. Women had done it, too, it was not something new. I think it sort of just grew, fortunately. The right people were there and people became interested in continuing on. They were really being trained for leadership.

I have an aversion, because I did it myself, to instant leadership. Somebody is all of the sudden pulled out, and he or she is a campaign chairman and really has no background at all. It was prevalent at that particular time; it doesn't happen that way anymore. But if you've got the money to give, well, maybe you should be campaign chairman. One of the best examples was poor Don Pritzker, who had not been involved. He was not a poor campaign chairman, but he probably could have done a better job with more experience.

Glaser: There was the tendency to give that job only to the big givers.

Green: Well, that's what it was. Sure. They gave it to big givers. Of course, you still have to give it to somebody who's giving a good gift, whether it's a very large gift or a smaller one, one that

shows they care. Some of the smaller gifts are better than some of the big gifts in comparison to what they can afford.

Glaser: But I thought there was always this business of coming up through the chairs so that you're groomed or trained for a higher post.

Green: We did. I did. I mean I must have come up through every chair known to mankind. By the time I became president of the Federation, I think I had been chairman of every department.

Glaser: But what you're really saying is that it's more important to come up through the agencies than through the Federation chairs as such.

Green: Well, I think it's nice to have both. It's nice to have to come up through the agencies, but realistically it is not always possible.

Glaser: That certainly is true. And you did.

Green: I did. But everybody can't spend this much time. Annette didn't come through the agencies and she knows all about the Federation and she's been involved for years. But there was a time when almost everybody in leadership positions did come through the agencies. Bob Sinton, Jerry Braun, Jess Feldman, and so on.

Glaser: When you were president, you got for the first time a budget from the Federation, and it was the first time that any division got a budget. So evidently the Women's Division was making its mark.

Green: As I said before, Women's Division was only credited with gifts up to \$1,000.

Glaser: And I know from Sylvia Stone¹ that that was annoying.

Green: She was the one that changed it.

Glaser: She fought that very hard.

Green: She really did. She always gave \$999.

Glaser: So as not to be a thousand dollars.

Green: That's correct. She was the model. I said, "This is ridiculous." Madeleine Russell, one of the big givers to the

¹ Sylvia Stone, A Lifelong Volunteer in San Francisco, Regional Oral History Office, University of California, Berkeley, 1982.

Federation, was of course not in our division; there really was not a true picture of women's giving. Finally, the powers that be said, "Fine, we'll have a real Women's Division. You can have them all." The men gave up awfully easily, and I don't remember fighting too hard. Maybe they thought we really didn't care. But I remember Sylvia and her determination to stay with the Women's Division. She was a wonderful person and her daughter Anne is still one of my best friends and is a great deal like her mother.

Glaser: In 1974, at the executive council meeting of the Women's Division, it was again suggested that the husband's contribution to Federation be placed on the woman's pledge card, just as the women's contributions are placed on their husbands' cards. Is there some feeling of inequality there?

Green: I don't see why. If it's good for one, it's good for the other.

Group Dynamics Session at Asilomar

Glaser: Please tell me about the Asilomar training sessions.

Green: We had a couple of Asilomar retreats. The first one on group dynamics was when I was Women's Division president. The second one came a few years later. We had two professional people from state college leading the two groups. I knew everybody, but I was the only one who did know everybody. Most of the other people knew a few. It was an absolutely unbelievable experience because by the time we were finished there was such a feeling of closeness among the people who were there that it really did transfer into that year's campaign with them all working together.

Now, I do have to tell you that we were lucky that we had professionals with us because there were a couple of problems that came out. Actually, only one came out at the session, and it helped clear the air between the two people involved. When I came back, I got a telephone call from one of the men saying that they were concerned about one of the women in the group. They were afraid something in her past might have triggered unhappy memories, and they didn't want a problem to surface that might cause some anguish. This was not the purpose of the session, which was strictly geared to help with fund raising for a Federation. And it turned out that whatever they were reading into this woman's attitude had nothing to do with the session. She just happened to be quiet that day. It was comforting to

know, however, that our leaders were alert to the possibility of opening up some deep feelings that were better left alone. It was a tense but very fruitful two days. Some of the women who were there still talk of it in glowing terms. There was another session a couple of years later, also with the Women's Division.

Glaser: I'm confused between the group dynamics and the other Asilomar retreats.

Green: There was a retreat at Asilomar in 1971 when Jerry Braun was campaign chairman. It was for both men and women and was geared towards the commitment of leadership gifts by the end of the weekend. We had another one the following year when I was campaign chairman. They were so successful I'm still paying for them! These retreats were not psychologically as intense as the one I described before. The group dynamics theory was used in a general way to inspire increased giving.

V INVOLVEMENT IN FEDERATION AGENCIES

United Jewish Community Centers

- Glaser: There are some other agencies I wanted to ask you about; The United Jewish Community Centers.
- Green: I sat on the board but I did not really do very much there. I was originally on a study, by the way, many years before.
- Glaser: Yes, that was one of your first Federation activities, a study together with Robert Sinton.
- Green: At the San Francisco Jewish Community Center when [Louis] Blumenthal was still the executive, I believe. It goes way back.
- Glaser: I think that was in the early '60s.
- Green: I think it was, too.
- Glaser: Did that study evolve into the United Jewish Community Center?
- Green: Probably, but my memory is only of the nursery school study that I chaired because my committee was to recommend whether the Centers were to have their own nursery schools or not. I was so involved in Presidio Hill Day School along with another committee member, and looked at so many nursery schools already in existence, that (I hate to tell you this), but we recommended that the Centers not have their own nursery schools. We thought there were enough, and so many were having financial problems. However, the overall committee felt the nursery schools at the Center were needed. How right they were, and how wrong we were. We didn't take into account how well run a Center nursery school could be.

- Glaser: At every Jewish Community Center that's one of their biggest draws and will bring in members.
- Green: It is. The only thing I can't figure out is why we did the study with a negative recommendation, and the people at the Center already knew it was needed.
- Glaser: Then in 1978 you were a board member of the Jewish Community Relations Council. What was going on in 1978? Because usually there's a problem in the community that the JCRC handles.
- Green: I don't remember what happened in 1978. There's always a problem in the community. But I don't remember what was the problem in 1978.

Jewish Home for the Aged

- Glaser: You were on the board of the Jewish Home for the Aged then you left and came back.
- Green: Correct, yes.
- Glaser: Was there a reason for your leaving?
- Green: I left because I was president of the Federation, and as far as I was concerned there was a conflict of interest. I don't know if anybody else thought it but I did. I didn't think you could be an agency president and be Federation president at the same time.
- Glaser: I think the same thing happened with the Jewish Bulletin, that you were on the board and then left.
- Green: I don't remember why I was even on the bulletin. I don't even remember that one.
- Glaser: Let's go back and talk about the Home.
- Green: I find that the Home is really one of the best of all the Jewish agencies. To me the Home was one of the most satisfying of community experiences. It's got a good board; it has always had a good board. It's always had good executives. It's a place that nobody wants to really go to, but it's there if you need it. It's an outstanding facility in the care of the elderly.
- Glaser: But it has evolved over the years.

- Green: Yes, originally you had to be able to walk up the front steps to get admitted. It's changed from a place where people went because they had to move out of their apartment or they needed companionship or they needed just a little bit of help, to a place which is really mostly for the sick elderly. It's almost all skilled nursing.
- Glaser: Is this true of Pinecrest?
- Green: Pinecrest is no more. Pinecrest was demolished for the new Friedman Pavilion.
- Glaser: Oh, really? But wasn't that a fairly new building itself?
- Green: Pinecrest was not as popular after Menorah Park was built. Pinecrest at one time was supposed to be the gateway to the Home. If you went to Pinecrest then you moved into the Home when you needed to. As the waiting list for admittance became bigger, this was no longer true. As I indicated, the Home is becoming more and more skilled nursing. People are staying in their homes or apartments longer with a myriad of support services. There are more alternatives for the elderly than there were before.
- Glaser: Were you on the board during the Home's expansion?
- Green: I was on the board when they started to, yes. When they first did the new Friedman Building. I was president when we hired the architect and contractor.
- Glaser: How dependent is the Home upon Medicare, Medi-Cal, and funds from United Bay Area Crusade and other government agencies?
- Green: Well, UBAC has cut everything. But it's very dependent on government funding--Medi-Cal. There is beginning to be a fairly large Russian population. There are also a large number of people who really can't afford the full cost of care for very long. If you spend your money down in two years, you are eligible for Medi-Cal. There are also families that deplete their estate before they apply. Actual cost of care is over \$3,000 a month. Maybe more, as I haven't kept track for awhile. If an applicant is on Medi-Cal, or about to go on it, the family cannot be asked for money.
- Glaser: Why can't they ask?
- Green: It's a law.
- Glaser: And you can't ask the family?

- Green: Not before they get in. You can ask them after they get in.
- Glaser: Oh, I see.
- Green: You can't make it a condition of getting in. It's becoming more and more expensive for people who have money. They really support those who don't. This has always been the way the Home operates. Jerry Levine, the executive, has been very good with the government funding. They have been paying more than the usual Medi-Cal payments as the Home has complete physical and psychological care. Over 60 percent are on Medi-Cal.
- Glaser: But obviously it can't run in the red. It has to be self-supporting.
- Green: The Home gets a small amount from Federation and has its own endowment. As a well thought of agency it is the beneficiary of many estates. There is a fabulous auxiliary that brings in money.
- Glaser: But of the two, doesn't Mount Zion Hospital have a greater status or prestige than the Home?
- Green: Well, I don't think that's true anymore. It was true at one time, I'm sure. Mount Zion is really not an entity unto itself anymore. It has merged with the University of California and is run by UCSF.
- Glaser: I'm talking in terms of people serving on the board.
- Green: There isn't a Mount Zion Board. There is Mount Zion Health Systems that handles the endowment of Mount Zion. It was always considered the prestige board. What they are doing is some fundraising and dispersing the money. They're not running the hospital.
- Glaser: But it probably had to come to that, didn't it?
- Green: Oh, absolutely. They couldn't do it. It was becoming bankrupt. Most hospitals have merged into bigger institutions. It saved Mount Zion.

Hebrew Free Loan Association

- Glaser: Now let me ask you about the Hebrew Free Loan Association.

You're the president right now. You became president in 1993. How did that come about?

Green: I went on the board quite a few years ago. I think there were two of us going on at the same time. And I guess after a few years they decided I should be in the line-up for presidency. It takes forever to go through the chairs. The term for president is three years--three-one year terms. You start out as secretary, then treasurer, then second vice president, first vice president, and president. That's twelve years.

It's a great agency. It was a different agency when I went on it than I'd been used to. It was all male except for one other woman. It was very traditional, not only Jewishly traditional but traditional about what you did. If you did it fifty years ago, it was certainly good today. There was no change over of committee chairmen. Although it was progressing quite a bit with the current presidents when I came on, it had a long way to go into the 20th century. But it did a fabulous job of lending money. They felt very strongly that people should be lent money, that this was an independent, traditional way of helping people to help themselves. And they've always been extremely generous. [Phone interrupts] This was one tradition that should never be changed.

Glaser: Is there a staff that screens the applications?

Green: Yes. The process is that the staff screens the applications, interviews the people who come in to ask for money. If everything meets the criteria for getting a loan, staff writes up a background and brings it to a committee, explains what the money is needed for, and what the payback is going to be. Every applicant has to have guarantors, the number of guarantors depending on the amount of money needed. Then the committee decides whether they should receive the money or not. It is very, very, very rare that the committee ever says no. If it's a business loan and they think there's a problem, they probably would go to somebody who might know that particular business for help, or the loan would be refused if it could be gotten from a bank.

At one time, the men who were on the board were going out and helping the people to set up businesses, helping them in things that they were experts at. This doesn't happen quite as often anymore because there are not that many small business people on the board. But it does happen occasionally. The business loans are screened by a special committee and then go to the screening committee with recommendations.

It's been interesting to see the change in attitudes towards increase in loan limits over the years. I think the first thing that happened is a lot of the people who were on the board discovered how expensive it was to live. I remember being with one of the members, who had retired from business, when we were both grocery shopping. He was in the grocery store and he couldn't believe how expensive everything was. His attitude on what people really needed in the way of loans really changed.

As time has gone on, we have increased the loan limits quite a bit and brought in new categories. One of the major things that we've got now is some of the individual loans are for credit card consolidation, up to \$10,000. We even put it into a special category. As we all know, using a credit card at times is the only way to survive. Unfortunately, with high interest rates it becomes a Catch 22 situation. By consolidation, the Hebrew Free Loan pays off the debt and the borrower pays us, interest free.

Glaser: Directly.

Green: Directly.

Glaser: That's interesting.

Green: We had five of them the other day at the board meeting, credit cards. We acted as a loan committee on the board meeting, fourth loan committee. There were many of them. People had moved or they had to buy something specially or they had doctor's bills or dentist's bills, etc.

Glaser: You speak of different committees. How are they broken down?

Green: We have student loans, which we've just increased to \$10,000, approximately \$2,500 a year for five years or however. We have business loans, for \$15,000. Since 1994, we have first home buyer loans for up to \$10,000; very recently loans for adoption of Russian children.

There are many loans. Over 40 percent of our loans are to refugees, many are to bring over their families. We are very involved with the East Bay Federation and Jewish Family Service Agency in Oakland, Sacramento and the South Bay. Federations are guaranteeing the loans in San Jose and Oakland for the money lent to the new Russian emigres by the Jewish Family Agencies. We don't do this in San Francisco. San Francisco does its own lending through the Jewish Family and Children's Services with money put up through the Jewish Community Federation. We've been offering the Federation a free ride by the Hebrew Free Loan taking over the loans with our money. Unfortunately the Jewish

Family and Children's Services has convinced them it is not good case management.

Glaser: How large a staff is there at Hebrew Free Loan?

Green: Seven.

Glaser: Do you have any deadbeats?

Green: Very few, remarkably very few. Under the leadership of Irwin Wiener, we've cleaned up a remarkable number of outstanding monies owed. And I think with endorsers necessary for a loan, most borrowers feel great responsibility to pay back their loans. Of course there are a few who have left town.

Glaser: Where does the money come from?

Green: The money comes from donations. It's all been donated. We don't take money anymore from the Federation. They did for years, they took money for their office expenses. It might have been a mistake not to take money from the Federation because they don't seem to include us too much in any of their P.R. or understand that we can save them a lot of money. But we are still a constituent agency. And the reason we didn't take money was because we didn't need it. We felt that it could be used elsewhere. But we still wanted to be a part of the Federation. Why take the \$25,000 when it could be used someplace else? It was really done in the best of intentions, but in hindsight it might have been a mistake.

Glaser: Now you would like to go back and get funds from the Federation?

Green: No. But I think maybe if we had stayed there they would recognize this agency a lot more than they do.

VI FEDERATION BOARD

[Interview 2: May 13, 1994]##

Social Planning and Budgeting Committees

- Glaser: This morning, please talk about your service on the Federation board.
- Green: A long time, certainly.
- Glaser: It goes back a long time. In 1965, according to the Federation board minutes, you and Mel Swig were upset at not being given prior consultation when Mount Zion Hospital decided to construct a seventh floor, so I know you go back to 1965. But then, in 1968, you were chairman of the budget study committee. I wondered how the budget study committee differed from the overall budget committee.
- Green: Well, the budget study committee was the budget committee. I think it might have been just another name. It wasn't until a number of years later that they combined budget and planning. They were all separate committees: budget, planning, and P.R. were separate committees.
- Glaser: You were the head of social planning committee in '69 and '70. In 1969, the social planning committee established a committee on college youth that was chaired by Marshall Kuhn and was a two-year project. What was the result of that study?
- Green: It was the first push for the Hillel groups and the need for Hillel. It probably was tied up with the need for stronger Hillel programs on campus. I don't remember what year they started the San Francisco Hillel chapter, but the San Francisco

Hillel chapter did come out of this study. I met Rabbi Roger Hirst the other day, who became the Hillel director.

Glaser: I have a long quote for you here.

Green: Was it me?

Glaser: Right, it was from you. At one time you told me, "When S.P. and B [Social Planning and Budgeting] committee became a committee of one hundred, it was a good move and was enlarged. I think it has outlived its usefulness for the past ten years. I've never been convinced that you can budget at the last minute the way they do. When I was president of the Home for the Aged, every year we had to explain to a whole new group of people what the Home was. I don't know how you can allot money when you don't have a background for many years. It's always been thought of as a training ground for people to become interested, but from the agency's point of view it's very difficult." Do you still feel that way?

Green: Well, I think they started to changed it. They're now doing a lot more in-depth studying of the agencies before they do the budgeting. If I'm not mistaken, (I really don't know that much about the process now) I think they're putting them under categories of aging, youth, the cultural things. So I think they're looking at it more so. Actually, the final amount of money that's given is really recommended by the steering committee, which is much more knowledgeable.

Glaser: So budgeting is the overall committee and the individual--

Green: And then the chairmen of the various committees get together. I haven't been involved in the process of budgeting, because the Hebrew Free Loan doesn't get money from the Federation, so we don't have to present--. So I don't really know anymore how they do it. It became sort of political at one time; who had the loudest voice in the agency was the one that really got the most money. But I think those days have gone. The community's quiet, there's no screaming from Rabbi Lipner or picketing. Now the budget process is undergoing a change under the new planning director.

Glaser: Were there favorite agencies, favored in terms of which agencies people chose to serve on it as well as getting the money from Federation?

Green: I'm not sure that that was really true. I think it wasn't the agencies themselves that were so well liked, it was probably what they were doing. I think there was a time a long time ago, I

think actually even before me, when the Jewish Community Centers had top priority because the community leaders were really involved in the Centers, and Mount Zion Hospital. The Center is still a top agency with a big need, but Mount Zion went steadily downhill in the amount it was given. The bigger the endowment funds grew in the agencies, the less money they were able to get, or liable to get, because they had their own money.

Glaser: And the Federation would be aware of that?

Green: Oh yes. They have to report all of their endowment funds.

Glaser: I didn't realize that.

Jewish Education

Glaser: You mentioned Jewish education and that's quite an important topic, too. It seemed to me it was about thirty years ago that the Federation became interested in the whole area of Jewish education. In 1965, there was the study on Jewish education and in '69 you presented a completed report of that study. The results were, "to improve the quality of teaching, increase the staff of the Bureau of Jewish Education, and to phase out Federation support, which now consists of subsidizing teacher salaries and services to schools, to be provided, therefore, by the Bureau." What was the result of this action when the Federation board accepted the report?

Green: I guess it was accepted because that's what's happening at the present time. It really belonged under the Bureau of Jewish Education because the schools were supposed to be supervised to see that they were doing the job that they were getting the money for--quality education. It was controversial, not from the Federation's viewpoint but more so from the schools themselves because they probably felt that they could get more money if they were just on their own. But they had a precedent with the Jewish Community Centers, which is under an umbrella organization and run from the top, or certainly knowledgeable about what's going on in the Center. They did have a precedent to go on. And I think it kept, probably, a lot of schools from starting. You know, a school can start with four children, it might be good, it might be bad. Anyway, it seems to have worked out. At least I figure it's worked out.

Glaser: I know there were quite a few people on the Federation board who were opposed to Jewish day schools.

- Green: Well, I think there still are people who are opposed to Jewish day schools. I think there are people I know who are opposed to it because they think it's parochial education. They're very strongly identified with the public school system, and they figure that everybody should go to a public school. However, for most of these their own children don't go, so it sort of becomes a moot point. I mean, some do and some don't.
- Glaser: A little hypocritical.
- Green: Yes, I think so. This was of the times of everybody going to the public schools, because this is where you met a diversified group of people and this is how you lived in society. As times have changed, everybody wants their own identity. I think the Jewish day schools have become just another identity-giving thing. You know, the African-Americans want their own identity, the Spanish want their own identity, and actually the Jews were sort of first.
- Glaser: Was there a period of time when the Jewish day school was considered an out for parents who didn't want their children in schools that they considered inferior?
- Green: Yes, they did. I think it was an excuse to run from the public schools with a lot of parents. It also was much more difficult at that time to get into the private schools: Burke's and Hamlin and Town School were very, very difficult to get into. It was a time of private school education, and then as time went on the private schools started to have problems attracting people. Of course, now everybody wants to go to private school.
- Glaser: Does the Jewish day school, the strength of it, the support of it, have relevance in today's emphasis on Jewish continuity?
- Green: I wish I could really believe that it makes a better Jewish child. There were studies done a number of years ago about what has happened over a period of years to a child with a Jewish education. Whether they are better Jews in the community, whether they are more religious Jews, whether they have less intermarriage than others, or what's really happened. I don't think there's been a report, I have never seen it if there has been. Rabbi Lipner I know runs a very fine school, and all reports from him are that the children get into top colleges, so the education has to be good. It's certainly served a purpose for the Russians.

I think there are two kinds of day schools: one a very, very orthodox day school, and the other one is Brandeis, which is more

middle-of-the-road. I don't know. I really don't know whether it's anything more than just a good school.

Glaser: You suggest then that there needs to be a study as to the effect the Jewish day school has on its students' Jewishness.

Green: If that's the reason for the day schools, yes. Or is the real reason for the day schools the need for more private education. They can do it. It's not a popular viewpoint I'm sure, but it's how I feel. My children are grown but two of mine went to private school anyway. I think it would be interesting to find out what the influence was.

There was a study at one time on intermarriage done by the American Jewish Committee, years and years ago. And the study showed that they were getting more Jews from the intermarriages than they were losing, because the children were being brought up Jewish or the husband or wife had converted. The study never got off the ground. It was one report and that was the end of it. So who knows?

Glaser: But of course since then, if it was years ago, the percentage of intermarriage or marrying out has increased tremendously.

Green: It was very high at that time.

Glaser: It's very high now.

Green: But it was very high at that time, especially in the same area as Marin County.

Glaser: Is that right? Is that where the study was done, or was it nationwide?

Green: No, it was nationwide. It was many, many years ago, but it was still a very high ratio of intermarriage.

Glaser: But now I think it's over 50 percent.

Green: I think if we go back we'll find it was about that at the same time.

Glaser: I'm surprised. I thought today it was the highest rate.

Green: Maybe it was 40 percent. It depends on what generation you're talking about. My generation, no. But the next generation, yes.

Public Relations Committee

- Glaser: I want to ask you about the public relations committee. You were a chairman of that in 1967. What did the committee do?
- Green: Well I think we just talked about what we felt was the best P.R. that we could get for fundraising. There was a P.R. director and a secretary. It's nothing to the professional P.R. department that they have now. It was just one person, and it was what could they do to enhance the Federation to raise more money. Suggestions of how the need could be brought to Jewish attention. That's really what it was. It was just a committee that didn't do too much but offer suggestions.
- Glaser: I assume it assisted the campaign chairman?
- Green: It assisted the campaign chairman. It really was there to assist--to give recommendations to the P.R. director what the campaign needed in the way of publicity.
- Glaser: Then it was sort of a liaison?
- Green: A little bit, yes.

Jewish Bulletin of Northern California

- Glaser: And it also served then as the Federation's representative on the Bulletin? Didn't you do that?
- Green: You know, I can't remember. I could have.
- Glaser: The minutes show that in 1970 you resigned from the board of the Bulletin because you could no longer serve. Do you remember why?
- Green: No. [laughter] No idea. Or maybe it was that I was taking on another job, which is probably what it was. I'd remember ever being angry at the Bulletin or a reason for resigning. I've very rarely resigned from a committee. It's always been that, "My time has finished," or I was lax in showing up for meetings. I don't think you can go on forever in the same sort of a thing. I think 1970 I was starting to be prepared for campaign chairmanship, because I was campaign chairman in 1972.
- Glaser: How do you feel about the Bulletin now?

Green: I don't particularly like the Bulletin. I like some aspects of it. I think the news from overseas, from Israel, is interesting. I think there's a lot more information on various Jewish things going on in the city, etc. I must say in Marc Klein's behalf I think he's trying at the present time.

There's always been a lack of free publicity for any of the agencies and the Federation itself. I also have thought that some of the articles have been almost yellow journalism in the past. I think he's trying to clean it up a little bit, but it's been pretty bad. Like so many newspapers, it's filled with more innuendos than facts.

Glaser: I was speaking to a member of the Bulletin board who claimed the Orthodox rabbis feel that they're not written up in a very good light. I don't get that feeling.

Green: I don't get that feeling either. I don't know really anything particularly about the Bulletin. I do know if an agency is doing something--. I think this occurred at the Home for the Aged. It might have been when they did ground breaking, not for this last one, but before--. The Bulletin didn't even bother sending somebody out.

Glaser: I think they're limited with their staff also. Perhaps that's part of it.

Green: Well I don't know why they should be so limited. They get support from the Federation, they get support from a lot of ads, and he doesn't have to have the biggest paper in the world if he doesn't want it. But this has been going on since I can remember. They got rid of the last director because he wasn't doing a good job.

Glaser: Geoffrey Fisher.

Green: Geoffrey Fisher. They didn't think he did a good job so they got this man in. I don't think he's that much better, but that's my opinion. Although the newspaper itself I rather like, but I didn't mind the last one either. And the funny part about the whole thing is that everybody wants to see their picture in it. They can complain till doomsday about, "Oh, there's too many pictures and too many of this." I remember a number of years ago a friend saying, "How come my picture wasn't in?" [laughter] "I never read the Bulletin, but how come my picture wasn't in?"

Glaser: Human nature.

Green: So you can't win. No, the one criticism I would have is that I don't think Marc Klein pays enough attention to what the agencies are doing, although I think he's improved, because he has done some--

Glaser: Excuse me. Doesn't the Federation pay for whatever news it has in there?

Green: Well, that's it. But they also give a subvention. This was been discussed at a meeting of the past presidents. They were subventing and they were doing all these things, couldn't the paper give them something? And I think they have recently.

VII FUNDRAISING

Campaign Chairman

Glaser: In 1969 and '70 and '71 you were campaign vice chairman. What were you doing as a vice chairman?

Green: Very little. I guess I went around with the chairman, and I certainly went to meetings, and I was on the fundraising committee. It turned out I was the first woman campaign chairman in a major city. I think Barbie Weinberg was in Los Angeles at the same time. She was either campaign chairman at the same I was or president at the same I was, as the first woman in a major city. I don't remember which. It took me years to get to be campaign chairman.

Glaser: There was that much resistance?

Green: I don't know if there was that much resistance or they just hadn't thought about it. Probably. This goes back a long time. I mean, it was not the year of women's lib. It actually was John Steinhart and Lou Weintraub who got me in the position of being campaign chairman. My brother was campaign chairman before I was, and he had done one-tenth the work in the community that I had. Not that he wasn't a good campaign chairman. Don Pritzker was campaign chairman before I was, and he hadn't been involved at all.

I think it was more than just the woman--it was the individual gift. The primary gift was from the man, and so it was always men. But in our family the primary gift was from me. So when they came to pick me, they couldn't say, you know, "She's not giving enough money."

Glaser: In the minutes that I have recorded, you were program chairman for a campaign leadership retreat at Asilomar and you

"electrified" the group by announcing your family gift of \$100,000, increased from \$40,000 the year before. Was that a good impetus for launching you into the campaign chair?

Green: No, I was campaign chairman then.

Glaser: I see. How did you feel about being the first woman campaign chair?

Green: Well, it was interesting. I guess they sort of ran out of people by this time. I was there. But anyway, Treg [Sanford Treguboff] and Lou asked if they could see me. It was Treg who really did the speaking; it was not Lou, who came along. Treg asked me how I felt about having a campaign co-chairman. I think I told you this story. I said, "Well, if that's the way it is, I don't care." He said, "Think about who you'd like as a campaign chairman."

I went east to a meeting with John Steinhart and Lou Weintraub, and we were sitting all together. John was president of the Federation and he said, "Do you want a campaign co-chairman?" I said, "Well, I was asked if I would like a campaign co-chairman, and I figured that's what they wanted." And he said, "I'm not asking you who you want." He said, "Do you want a campaign co-chairman?" I said, "Not particularly." He said, "Well, then you're not going to have one." He was really the one who pushed.

Glaser: What made him advanced for his time, as opposed to others?

Green: I don't know. I'm not sure he was alone, because Lou felt that I could be campaign chairman alone too. I guess he just had a more liberal attitude with women than a lot of the men did. All the men were not that holding back as far as a woman was concerned. There were a number of men who--Peter Haas never had any problem, Carl Stern never had any problem with a woman as chairman. Certainly not Jerry Braun or any of the younger ones. It was a change. Anyway, John Steinhart was the one who made it happen. Of course, they haven't spoken to him since. Other than that it's fine. [laughter]

Glaser: Did you do anything different in your campaign than what had been done?

Green: Actually, no. Well, the one thing was the big increase in the leadership gift, which had really started the year before with Jerry Braun, who had tried to bring a newer way of fundraising into the group. I guess what I did was we went to Israel on a

UJA [United Jewish Appeal] mission and it was interesting because we had to get up and pledge.

Glaser: While you were in Israel?

Green: While we were in Israel, which they always do. And they asked Bill what he was going to get up and say (I don't know who the campaign chairman was of the UJA), and he said, "Why are you asking me? My wife's the campaign chairman." They had never thought of a woman getting up and announcing a gift. So anyway, I did.

[Interruption]

This was the trip when we went to the Western Wall and by the wall there's a structure on the left (I don't remember what it is) where you go inside. You go down some steps and there's a big entrance. Anyway, women are not allowed into one of the places.

Glaser: Is that where they've excavated?

Green: Yes, where they've excavated, and women were not allowed to go into one part of it because it was a very religious part. So all the women stayed outside, on top in the hall, and all the men went down. We had an army escort. The soldier with us was a woman, and she started to feel faint. We called out that she felt faint, that we had to get her out of there. They said, "Well, you can't come down here." One woman got up and said, "That's what you think. We're coming down."

So there was a big production and Rabbi Friedman, who was the head of UJA--I don't know if this is really a true rule that he brought up, that if it's an emergency you break all of the other rules. Whatever it was, he said, "This is an emergency and we have to break every other rule, you can bring the woman down." It was an eye opener to find out that women were really such second class citizens. They probably still are at that part of Israel, but I don't know anymore.

Effective Fundraising

Glaser: Oh, I think so. What do you think is the best way to raise funds?

- Green: Face-to-face solicitation is the best way. But it's almost impossible to do all face-to-face solicitations.
- Glaser: Do you believe in two-on-one or one-on-one?
- Green: It's certainly much easier and much better. The bigger the need, the easier it is to solicit.
- Glaser: Oh really?
- Green: Oh, I think it is. I think you have a better story, and also I think you have to believe in it yourself. If you don't believe in it yourself you don't have a chance.
- Glaser: When you say the bigger the story do you mean if there's something that's going on that's an emergency or something drastic.
- Green: It's much easier to raise money.
- Glaser: I'm sure it is.
- Green: Especially for the umbrella agencies. It's different from a one-shot fundraiser where you need something because it's needed at that time for a particular purpose and you can visualize it.
- Glaser: What does the capital funds committee do? You were a member of that for a long, long time.
- Green: That was the committee that decided on how much money was needed to do capital improvements. The one that I was the most involved with was the one that raised money for Mount Zion, the Home for the Aged, and the Jewish Community Centers. I think I co-chaired that with Bob Sinton. That was years ago, a long time ago. It was not the Koret Building at the Home but Building A, so it goes back a long time
- Glaser: For quite a few years you were vice chairman of advanced gifts. What is advanced gifts?
- Green: Advanced gifts at that time was any amount over a thousand dollars.
- Glaser: So you go to these people at the very beginning of the campaign?
- Green: Yes.
- Glaser: How does that work?

Green: We solicited the big givers first and then through various meetings all the rest. I remember when I was campaign chairman that Bill and I had a dinner at our home for the Haases and the Swigs, etc. We couldn't get a speaker from UJA so a few of us spoke and asked them to commit. These would be called leadership gifts today and would set the pace for the campaign as it did then. The advanced gifts is still all the big givers.

Glaser: Are they done all together?

Green: This particular time they were, but now they're done individually. Peter Haas almost fainted when I asked him for \$250,000. He didn't give it. He was very nice. He said, "I admire your nerve to ask." Now he gives a million dollars, or whatever he gives is way out there. He increased, so it was not too bad an idea.

Mounting a Campaign

Glaser: That's funny. How much campaign help does the Federation get from the United Jewish Appeal?

Green: During my time?

Glaser: Yes.

Green: Well, the United Jewish Appeal really wanted to be a partner in the Federation. The help that they got was in meetings, bringing people to meetings. They could bring in the big speakers to tell what the story was in Israel. The United Jewish Appeal didn't do direct solicitation unless it was somebody that they paid to come out, like Neshet, who came out from the United Jewish Appeal to do individual solicitations. They actually worked more in the smaller communities, because I remember going up to Petaluma with United Jewish Appeal.

Glaser: Did they give you any campaign material?

Green: Oh yes. They would certainly print up the needs for funds in Israel. They provided campaign material.

Glaser: Was it effective?

Green: I think it probably was about the only material we had at that time.

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Green: The public relations department wouldn't have had the staffing to write up its own material and would have had to be dependent on a lot of things that came from UJA.

Glaser: Was the fundraising committee separate from the campaign committee?

Green: The fundraising committee was really there to set the goal of the campaign. That's exactly what it does now, to set the monetary goal. It also picked out the campaign chair and the vice chairs and helped with the other people who were going to be in various positions of the campaign--advanced gifts, etc.

Glaser: I would have thought that the campaign chairman selected the people, with the input of the professional.

Green: Well, with the input of the professional, and the fundraising committee, too. It was supposedly set up for that.

Glaser: What are you telling me?

Green: Well, it was done by the campaign chair and the professionals, and people who would come through over a period of time who would be natural to be the campaign chairpeople. But it was mainly to set the goal and to work at fundraising.

Glaser: How was the goal set?

Green: Well, it always increased every year. They would talk about what the needs were and how much they felt San Francisco should be raising for their own needs and for overseas needs. Sort of arbitrarily, like it is now.

Glaser: Was there a set proportion of how much went for overseas needs and how much remained for local needs?

Green: It was never written down of what the percentage--that was another thing that I still think that they should be doing. I think that the amount of money that stays locally and nationally and overseas should be percentage-wise before the campaign ever starts. It probably was about 60 percent overseas at that time. It's now 35, if I'm not mistaken. As Israel had more needs it became higher, especially after '67.

Glaser: When you say that the percentage should be set before the campaign--

Green: Well, it seems to me it's much easier to be able to budget and give people the story if they know exactly what percentage of the dollar is going in what place.

Glaser: I see what you mean. I thought perhaps you'd have to have the money in hand before you could make that decision.

Green: Well, that's what they do. It is in hand now. But they have all sorts of different things and zero budgets and plus budgets and minus budgets. Last year, I believe, was the first time they really bit the bullet and started to cut, cut with the agencies. Last year and the year before. But they were mostly national agencies. I don't mean to pre-budget, I mean to pre-percentage for the three categories-national, overseas, and local.

Glaser: What do you mean by a zero budget?

Green: They start with the same amount as the year before.

VIII GENERAL ASSEMBLIES

Chairman, 1978

- Glaser: I see. You were involved in two of the general assemblies that were held in San Francisco. You were the chairman of it in 1978, and then for the more recent one in 1990, you were the chairman of volunteer recruitment.
- Green: Well I was really chairman in name only, because I didn't do very much. They had a very, very good woman who was in charge of that. She was hired for organizing the assembly. Frances Berger was my co-chairman; I really didn't do much in recruitment.
- Glaser: Are you talking about the 1978 general assembly?
- Green: No, I'm talking about the last one. We had a lot more staff in the last one. We only had one person in 1978 who was hired, and it was done almost 100 percent by volunteers. However, in 1990, there were also a tremendous amount of volunteers who worked on it. The volunteer recruitment in 1978 we had to do ourselves. It was not as complicated the first time as it was this time. It wasn't as big, there weren't as many people.
- Glaser: The hotel itself was very complicated in 1990.
- Green: That's right. The hotel itself was very complicated. Everybody had to be trained to where they were going, how they were doing it, and given a walk-through all the time. When it was at the Fairmont Hotel we really knew which rooms were which and where everybody was going.
- Glaser: But I thought it was very hard to find your way around the Hilton.

Green: Extremely. I don't remember how many more people there were this time than in 1978, but I was told there were a lot more. I thought we had a wonderful convention. The women were absolutely fabulous and many of us went on to work together in other areas of the Federation.

Glaser: You're talking about 1978.

Green: In '78, yes. They were again in '90, but I was not as involved in '90's.

Value of General Assemblies

Glaser: Are the general assemblies worth all this effort?

Green: I think they are. I really do. I think they get people together, talking on the same subjects that they are all interested in. I have not gone to a general assembly in many years but I went to them when I was involved, when I was young, when I was new, when everything was new. They were absolutely, unbelievably valuable.

Glaser: For exchange of information?

Green: For exchange of information, for bringing new ideas, and for feeling that you weren't alone in what you were doing. All the techniques of fundraising, the various problems. Jewish education was a problem nationally of how you funded and what it should be. Synagogue relationships were absolutely the top of the agenda. I noticed it back at the top of the agenda thirty years later. But I thought it was very good. I happen to enjoy this agency, the Council of Federations, more than I did UJA. I was never that involved in UJA.

Glaser: By choice?

Green: By choice. I was involved for a while, at the very beginning. But I was very involved in the assembly. I was vice chairman of the Women's Division.

Glaser: You mean national.

Green: National. We went on a trip with the Council of Federations to Europe to meet our counterparts in London and Paris, and it was wonderful. The reason I got there is because Jackie Levine, who was the chairman of the Women's Division Council, couldn't go so

I was asked to go. I think Bill had actually a better time than I did, because I finally dropped out of some of it and went shopping with some of the women. [laughter] But it was wonderful because we met some unbelievably fabulous people.

IX FEDERATION PRESIDENT, 1975-1976

First Woman President

- Glaser: This brings us to your presidency in 1975-76. How did you feel about being the first woman president?
- Green: By that time I really hadn't thought too much about it, because I think it was the hardest step to be the first woman campaign chairman. I think that this was a natural follow-up. I think there have been other women federation presidents, I don't know, in a major city. I was certainly the first one in San Francisco. But by this time I didn't think about it anymore.
- Glaser: Does your comment suggest that perhaps a person works harder on a campaign than on being president?
- Green: I did at that time. I don't think it's true anymore. I enjoyed my time as campaign chairman more than I enjoyed my time as president. There were many more problems that I had and many more unpleasant things during my time as president than there were in my time as campaign chairman. And also, the campaign chairman was the first breakthrough, and I was used to campaign because I'd been doing it for so many years in the Women's Division.
- Glaser: Do you regard fundraising as one of your strengths?
- Green: No. Actually, I did. Not anymore.
- Glaser: But at that time?
- Green: At that time it was. I don't think it was my actual fundraising; it was trying to find the right people to do it.

Opening Federation Board Membership

- Glaser: That leads me to my next question: When you were president, did you do anything about bringing more women on the board, or was there not the possibility of that?
- Green: I don't think it was the women at that time that was the problem. I think there were women on the board. I think we were opening up getting women on the board, getting women on all of the committees. Phyllis Cook was the chairman of social planning at some point because I remember appointing her.
- Glaser: It probably would be harder to bring somebody on the board and easier to bring them into committee chairmanships.
- Green: Easier to bring them into committee chairmanships?
- Glaser: Than on the board.
- Green: I think the board was opening up to women at that time. The major thrust at that time was getting younger people on the board. This is when two spots were opened up on the board to be filled by people under thirty-five.
- Glaser: Is that the young leadership development group?
- Green: No, this was just putting people on the board who were under thirty-five, making sure they had slots. And that was one of the pushes, which was right, because there was a tendency not to have young people, although there were a number involved. I'm sure there had to be a push for women because there's always a push for women. But I think women had started to come on the board before that.
- Glaser: What do you mean when you say that there was always the push for women?
- Green: Well, we were always pushing.
- Glaser: Oh, on the part of the women, I see.
- Green: You know, I think that the Federation, once it started getting women involved in the hierarchy, had no problem really following up and increasing it. I think some of the agencies had more problems--certainly the Hebrew Free Loan and Sinai Chapel. The latter had its first woman on the board three years ago.
- Glaser: We'll talk about that.

Green: The Federation was not as Jewish-traditionally oriented. They didn't have the Orthodox separation of men and women so it was easier to break the tradition.

Relations with Agencies

Glaser: When you were president, what were your goals, and were they achieved?

Green: The one thing that I tried to do was to involve the agencies, sitting down with the agencies. At that point we met with agency executives and the presidents once a month or once every two months, or whatever it was. Everybody could get to know each other, and the Federation would note what the problems were and we could discuss potential mutual solutions. These meetings didn't again become a regular part of meeting agendas until Cissie Swig became president. She has regular meetings with the presidents and executives of the constituent agencies.

During my presidency one of the problems that was discussed, and has been discussed until either we're all at that point or we're dead, was the aging. It is still being discussed today. Senior housing was top of the agenda, and we do have Menorah Park. We do not have anything on the Peninsula, which was and still is badly needed. Fortunately all the agencies concerned are working together to bring an integrated approach to the needs of the elderly. There would be the Jewish Family Service Agency, and Mount Zion, and the Jewish Home. I guess those were the three agencies working with the elderly.

Glaser: So they're now working together on that?

Green: Oh very, yes. I think they're all working together. Certainly the Home for the Aged does its own thing with the out-of-home residential care. Jewish Family Service Agency is involved in keeping people in their homes and providing health. Jewish Community Centers has Montefiore.

Glaser: Your working with the agency heads and putting emphasis on the--

Green: Actually, I guess the basic reason was that I think the agencies felt isolated from the Federation. The Federation was here, the agencies were over here, and the only time they got together was at budget time. Especially the lay people; the staffs would get together but the lay people never got together.

Glaser: Well, perhaps what you brought to the situation was your having worked with so many of the agencies, as opposed to another president who hadn't had that experience.

Green: I hope I'm right in the timing, that this was when I was president and not when I was social planning chairman or something. I think it was when I was president.

Glaser: I think that was one of the things that you emphasized in your presidency.

In this period of time, what was the relationship in the agencies between the professional and the president, the lay head, of the agency?

Green: At that time I think it was a good relationship. Bernie Ducoff was with the Bureau. I don't remember who the lay head was, but I don't remember any problems between them. I think this came later.

Glaser: I think you said at one point that there needed to be joint decisions even though the agencies were autonomous. This relates to your point about their coming together.

Green: Following up, there was a study on the aging, and of course they did several studies on the aging. By the way, I just threw out a couple of them, not the last one but the one before the last one. The last one was a repetition of the one before. [laughter] It goes on and on and on. Things haven't changed, the needs have increased but the same needs are there. How the needs of the elderly population are met has changed over the years. The Jewish Home for the Aged is becoming more and more a skilled nursing facility while more services are provided to keep the increasingly older population at home.

Glaser: During your presidency the capital funds campaign raised more than \$9 million, and I think you referred to that as being for the Hospital, the Home, and for the Centers.

Green: Yes, I guess I was not the chairman. I remember going to solicit Merv Morris with Bob Sinton, I guess because I was the president. That was an umbrella campaign. They haven't done umbrella campaigns recently because the capital needs are so huge.

Glaser: And you showed greater sensitivity to the needs of the Peninsula and Marin County.

Green: When I was chairman of the Women's Division, we started actually a separate board down there. We had the Marin County, North

Peninsula, South Peninsula--we had separate campaign chairmen, separate education chairmen, etc. The board of directors and the president would sit on the board of directors of the overall Women's Division, which is being done today, by the way. It's the same thing. But they were able to work in their own community, get their own people, and be more enthusiastic. Not that they did any kind of budgeting or anything, but they did all the fundraising and education within the community, obviously with staff help.

Glaser: But you did this as--

Green: I did this as the Women's Division president.

Glaser: Not as the president of the Federation?

Green: No. I think the division that they have now started many years after me.

Jewish Community Endowment Fund

Glaser: During your presidency the endowment fund became a standing committee. You once told me that the push for this came from the Council of Jewish Federations.

Green: The Council of Jewish Federations always had a big endowment fund. A man named Lou Fox was very instrumental in pushing the communities into realizing that they needed an endowment fund. The Council still has its own very large endowment fund, I believe; many of the communities had it. We had an endowment fund here, and actually the endowment fund wasn't that low. But there wasn't the philanthropic fund, which has come about and all of the things that Phyllis Cook has done over a period of years to make it grow from about \$12,000,000 to \$120,000,000.

Glaser: That was done once she came on as the head?

Green: Phyllis was the second one. It was Carole Breen who was the first one. But Phyllis was the one that really expanded the endowment fund.

Glaser: Marshall Kuhn was the first one and then Carole Breen. But I didn't realize the philanthropic fund was something relatively recent.

- Green: Yes, I think it was just a plain endowment fund, although they began under Carole. I don't remember if under Marshall they did any of this; I think under Marshall it was just the endowment. They expanded into the various subcommittees.
- Glaser: What are the subcommittees of the endowment fund?
- Green: Now?
- Glaser: Yes.
- Green: There are three main committees: education, cultural activities, and family--children, aging, social services. So there are three of those and each one has a chairman. It's a very large committee of the endowment fund. They rotate. I think the past presidents are on it and probably rotated off.
- Glaser: Which committee do you serve on?
- Green: Family and children.
- Glaser: And you're on the Newhouse Foundation?
- Green: No, I was on the Newhouse, not anymore. I am on the Jennie Friedman Supporting Foundation, and I'm on Maimonides Foundation.
- Glaser: Do these have specific things to which they allot money?
- Green: Maimonides was set up years ago when Maimonides's building was sold, and that's been directed, I believe, by the original write-up. It goes for projects for the aged. There are new supporting foundations, where it's really like a private foundation, although it's run by the Federation and Federation people plus the family, and they direct where they want the money to go. It has to be passed by the board, I'm sure, because everything has to be passed by the board. Final approval is given by the Federation.
- Glaser: What is the area of interest for the Jennie Friedman fund?
- Green: General interest as directed by the Friedmans. The endowment fund took over the Newhouse Foundation, the Maimonides Foundation, and the Eva Heller Kohn Fund.
- Glaser: I think Mr. Treguboff brought those into the endowment fund.
- Green: There's somewhat of a question by some of the people on the agencies whether controlled by the Federation do they have as much of a chance at getting money from the Newhouse Foundation

or the Eva Heller Kohn as they used to when it was an independent agency. It seems to be working very well.

Menorah Park

- Glaser: During your presidency, DROME Associates formed to buy the land to develop the non-profit housing. Would you talk about that?
- Green: The property around the Jewish Community Center was bought by my brother, Lloyd Dinkelspiel, Larry Myers, Barney Osher, Seymour Ellison, and Irv Rabin. It was a group of men who had the foresight to know that this property might want to be used by the Federation at some point.
- Glaser: And Montefiore?
- Green: The Council of Jewish Women ran a Montefiore program. They joined with the Jewish Community Center to do the program and then they dropped out. The Center still runs this excellent program. But that's not the HUD [U.S. Department of Housing and Urban Development] project. The HUD project is Menorah Park.
- Glaser: Oh.
- Green: I remember interviewing for Menorah Park. We had to review applications, you had to look at their bank accounts or how much money they had because this was a HUD project and you couldn't be over a certain income.
- Glaser: Larry Myers told me somebody from the outside did the actual interviewing so that it could be without any bias.
- Green: That's true. I remember reviewing accounts, I guess.

X FEDERATION EXECUTIVES

Sanford M. Treguboff

Glaser: During your presidency Brian Lurie came in as the executive officer. First he was in an assistant position to Mr. Weintraub, and then he took over for Mr. Weintraub, who became a consultant. So you've known three different executives. Would you discuss each of them?

Green: Well, Treg was the first one that I knew and I knew Treg when I was very young actually. He was a very good friend of my father. He, as you know, was a wonderful man. I guess he was the one that I worked with at the very beginning in the Women's Division. Although I thought Lou Weintraub was there when I came into the Women's Division. Or if he wasn't he was there later.

I could always go to Treg and ask him for help. You could always sit down and talk to Treg. He was great. He had a wonderful sense of humor. But when I first came in the Women's Division I knew that I had to tread sort of lightly, and if I didn't have Treg with me I wasn't going to get anyplace. So I always made sure I went to Treg before I went to Sam Ladar, who was the president, which I would do anyway with an executive director. Nobody told me that but for some reason instinct told me that. If I wanted anything and he thought it was all right to do, he would push it. He would actually do it for me. We were requesting \$250 minimum donation from the women, which was unheard of.

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Green: Now, the \$250 is at the lower end of the spectrum of asking for money. But Treg was very helpful on that and he was always very nice to me personally. He made sure that I did the right thing. I thought of him more as a friend really than as the executive

director. I never wanted to do anything without him and I didn't do anything without him.

I think Treg retired relatively soon after I became involved in the Federation board. Well, he was there for budgeting when I was a budgeting director. He was wonderful to watch because he had such a tremendous history of everything that had happened before and everything that probably was going to happen. Treg was really a mentor in a way at the beginning, when he was able to teach me the ropes.

Louis Weintraub

Green: But I guess I was more involved with Lou Weintraub over a period of time when he was the executive director. And I was the buffer sometimes between Lou and his staff, particularly one person on his staff. Not that they didn't get along, but there was some misunderstanding anyway. It was interesting. I'll tell you about that when you ask me about Lou. Lou was always very, very accommodating of trying to do things that I wanted to do. He was really not afraid of trying anything new. We would have some really knock-down drag-out battles and come to a mutual agreement. I really never wanted to cross Treg because he was somebody that I'd known for so many years and really was almost like a father.

But with Lou I had no compunction about standing up and talking to him. Lou had an amazing gift for getting the best out of me that I could give. He had this unbelievable--I don't know how you'd explain it. But he would get me so angry at times by questioning and needling that he really got me thinking. He would then proceed to help me analyze and come to a thoughtful conclusion.

He never wrote a speech for me. He would always help me decide what I was going to say, or what should be said. But he felt if he wrote it it would be his words not mine. At the time I struggled and struggled, but in the long run he proved to be right.

We did a lot of traveling together; going back east, or wherever it was, to all of these meetings. So I really got to know him as a person for a long time. He was a true friend and still is. It was unfortunate that I was the one that had to fire him because I was told to. He knew that it was not my idea and that I had fought it. He gave me a tremendous amount of

encouragement and a tremendous amount of push. He also helped open the door for a lot of the women, because he was also not afraid of women being involved. He was always honest with me, always helpful, and always thoughtful.

Brian Lurie

Green: And Brian Lurie. I was very friendly with Brian Lurie when he was the assistant rabbi at Temple Emanu-El. Brian was the one who started the Israel student program.

Glaser: For the confirmation class?

Green: Yes. He was the one that started it and I think I worked with him wherever we went. But anyway, he started it and did it. It was really an amazing thing that he did. It's a wonderful thing that they're doing for the kids.

He came in as the executive and I don't think that Brian really liked when I spoke up and said what I felt, if he didn't agree, although he was always polite. Brian is a very nice, charming man and we got along. We had to get along. He was nice when we went on trips. He was very friendly and very pleasant, and he had a tremendous amount of new and innovative ideas.

I guess I was only really there a year when he was executive director. He brought in a lot of really good outside speakers. He led a wonderful mission. We went on great missions with him. He was very inspiring about what the needs of Israel were. I think he really brought the needs of Israel to this community much more so than anybody else had before. He also got a lot more people involved, a lot more young people involved, a lot more dedication from people. He was an outstanding fund raiser.

I don't think he knew too much about the general community of agencies; that was not his forte. And then I had little involvement with the Federation itself after my term as president was over. I was still involved in the Jewish community as president of the Home and membership on other boards, but I didn't have too much contact with Brian after that.

XI MORE ON PRESIDENCY

[Interview 3: May 25, 1994]##

Jewish Defense League

Glaser: I wanted to ask you about the time members of the Jewish Defense League invaded the Federation offices, complaining of methods of selecting the board members. They left when the police were called. What was that all about?

Green: I didn't remember the reason was that they didn't like the election of board members. As I remember the Jewish Defense League came in and they beat up or went after Lou Weintraub and Miriam Weiss who worked there.

Glaser: Oh really!

Green: Yes. I guess the police were called, but I don't think they were prosecuted, or if they were, it was certainly minor. But I do remember they roughed them up; they didn't beat them up, but they roughed them up.

I think most of the problems of the Jewish Defense League, as far as I can remember, was really that there wasn't enough Jewish education. This was really the crux of it. And the minute they seemed to get more money for Jewish education, certainly for the Hebrew Academy, the Jewish Defense League never showed up again.

Glaser: There was a different sit-in by young college kids who wanted more funds for Jewish education.

Green: There was a sit-in for Jewish education another time, but no violence. There also was a time the Federation was picketed (during Jess Feldman's term). That was one time, but also the

Jewish Defense League was pushing Jewish education. They just never came back again. I know they were tied up with certain members in the community because it had happened before, one of the Orthodox rabbis was beaten.

Community Pressure on Federation

- Glaser: Did you feel during your presidency that there was political intrigue between factions in the community and the Federation?
- Green: I don't know if it was political intrigue. I think it was sort of a change in priorities. I think there was the beginning of a strong feeling that the top priority was Jewish education, away from the agencies that were more traditional, such as social service agencies or the hospital. Probably mainly the hospital, which was questioned at that time: was it Jewish and what makes a Jewish hospital? I think that was really the beginning and I think it's continued. I think there has been a change in priorities, and I think at the present time there's another change of priorities. It wasn't a bad change it was just a different focus.
- Glaser: Perhaps political intrigue isn't the sense of it. Perhaps I'm thinking of the Hebrew Academy's manipulation to get more funding.
- Green: Well it was manipulation, sure. I think that the use of college students was manipulation. I think most of the time the college students are manipulated quite a bit, although they felt very strongly on the subject of that particular time. This was in the '70s, wasn't it? It still was a time that youth was always right, "Why didn't we have more representation of youth on boards, and why weren't we being listened to?"

I think it was also the beginning of a change of more dependency on government funding, I think this was the beginning. Once you discuss that the social service aspect of it was not the top priority--at least I felt this. The people who were in charge of the Federation, the people who were giving the money were certainly very oriented towards the needs of the local Jewish community, vis-à-vis a social service program--children, youth, et cetera.

But I think that at that time, the young people--and I think it's still true today--their priorities are slightly different. I think they feel that everybody should be supported by the government, or certainly helped by the government, and have not

really taken into account that most of the social service programs are done by individuals. A tremendous amount of the money comes from donations. In a nutshell, it's probably completely incorrect, my analysis of it.

Last night we went to a function for Elizabeth Dole from the Red Cross, who was out here and there was a cocktail party for her. She said that 50 percent of the people feel that the Red Cross is supported by the government, is an arm of the government. And it's absolutely 100 percent from donations. There is no government funding at all for the Red Cross.

Glaser: I thought everybody knew that.

Green: Fifty percent that they interviewed didn't. There's still that feeling that the government is part and parcel with it.

Glaser: Maybe that feeling comes from the fact that the Red Cross has always been where the military is--

Green: That's true, it does take care of part of the military needs.

Glaser: Perhaps that's where the feeling comes from.

Green: I don't know what happened at that time. I believe the big push from Rabbi Lipner for the Hebrew Academy was under Jesse Feldman because he was president when they sat-in on the street. He certainly fought them. He was trying to make sure that they just didn't manipulate the whole community.

I think they did manipulate and I think one of the reasons they manipulated is that there was a brand new staff at the Federation. All young and all feeling very strongly that you could bargain, or everything could be done by sitting down and talking, which really hasn't changed much with young people. I think they were terribly surprised and very upset when the Jewish Defense League walked into this place, because they really felt that they could talk to them. They couldn't. You know who they were: it was Wayne Feinstein and Mike Papo and Norman Rosenblatt, and actually, to a certain extent, Bill Lowenberg. They were there with the Jewish Defense League. They were not there for the Hebrew Academy sit-in. And more power to them. I think the Jewish Defense League just sort of went out of business in San Francisco. I don't know whatever happened to it. There was this build up to that one appearance.

Glaser: Maybe they didn't have enough community support.

Green: I don't think they had any community support.

XII ISRAEL

Federation Relations with United Jewish Appeal and the Jewish Agency

Glaser: I want to talk to you about the Federation and the UJA. What brought about the change in the Federation's relationship with UJA, so that in 1978 the UJA accepted the Federation's call for major reorganization?

Green: I really don't know. I was not involved in the UJA.

Glaser: Were you involved at all with the discussions with the Jewish Agency?

Green: No, although Bill and I were on the group with Richy Goldman, Raquie Newman, Bob and Joan Sinton, and Jesse Feldman. The Colvins also joined us. When we went over to Israel we did meet with a number of people representing the various Jewish Agency parts. I think that was the beginning of looking into what could be done. It was also the beginning of putting an office in Jerusalem. But that was much later; that was in the '80s.

I have to tell you it was very interesting when we went there, because Bill got very, very upset with whatever the group was we were meeting with when we found out that some of the money was coming back to support Jewish education in San Francisco. It had been done for years; it was just part and parcel of what they did.

Glaser: Do you mean the Academy?

Green: Well, not only the Academy, it was other orthodox schools. It was not just the Academy. They were sending money from Israel for Jewish education in the United States. It was not just the

Hebrew Academy. Bill was very upset about it and it was explained that that was part of what they did. He came back and told everybody about it, and they didn't like it. I don't know if they still do it or not. The whole group sort of resented the fact that we were giving it back to religious groups.

Israel-Lebanese War

Glaser: What was the impact on the Jewish community in San Francisco in the 1982 Israel-Lebanese War?

Green: I guess it was questioned. Everybody in the Federation, everybody that I knew who had been involved, certainly in the Jewish community, was all for Israel. They knew that they had to defend themselves. Israel has always gone after somebody who has attacked them. It certainly didn't come as a tremendous surprise. I think what came as more of a surprise is that they lost the war. You know, that they had to pull out. It didn't really accomplish anything.

Glaser: Also the reaction because of the massacre at the refugee camps.

Green: Yes, that's right. When the war first started, nobody was against it that I remember. I think everybody felt they were just going in to clean up the terrorists that were attacking. I don't think anybody really expected them to go all the way into Lebanon. And then people started to turn against them and dislike the war. And yes, the massacre brought it to a head.

There have been other massacres that have been worse than what happened in Lebanon. I can understand the non-Jewish world bringing it to the front and how horrible the Jews are. But I can't believe that we have to be always so passionate if a Jewish group does something wrong. I mean, they're just people too. It's wrong, period. But it doesn't have to be made into a federal case.

Glaser: You're contrasting this to Black September when the Palestinians, Arafat's group, were forced out of Jordan.

Green: Yes, it was a massacre. There are massacres all over the world, and it was wrong. Obviously, a massacre's a massacre, but we seem to beat our breasts a great deal, and how horrible, etc.

Glaser: We hold ourselves and others hold us to a very high standard.

Green: And I don't know why either because, after all, there are good and bad Jews.

Overseas Committee

Glaser: You were on the overseas committee when it was founded in 1983. Would you talk about its function and the opening of the office in Jerusalem.

Green: Was that in '83? That was the time we went over to look at the Jewish Agency and find out what was going on. Because there was a great deal of discussion of was the Jewish Agency really doing the job that it should be doing, was the money being spent in the best way, who's controlling the money, and had times changed or the needs changed? The Jewish Agency did not have a tendency to change its focus from the settlement of immigrants. That was its main focus before the Russians came out en masse, which was after '83, wasn't it?

Glaser: Well, they started even earlier.

Green: But not in massive amounts. When we went to Israel the first couple of times, everything really was geared to settlement, whether it was the Europeans or whether it was the North Africans. It was a long period of time where the major thrust was settlement or rescue. And then there was an in-between period where there was no need to rescue, etc. I believe that was the time when it was looked into to see if the money could be used in a better way. And also if the Americans could have more of a say in what was being spent, where our money was going, without interfering with the government itself. Because it is a government agency. And that's when they set up an office in Jerusalem.

Glaser: Has that office been effective?

Green: I think it has been effective. I understand it has been. I don't know too much about it, but it's a dual responsibility. It's to help oversee what's being done and also to help people who are going to Israel, help them as tourists and as visitors and as donors, and to keep our committees informed of what is being done.

Glaser: Do they help those who make aliya from this community?

Green: I really don't know that.

Peace Negotiations

Glaser: Do you hold out much hope for the peace process?

Green: I held out a lot more hope on the peace process until I read about Arafat and his statement in South Africa. I think there has to be peace. I don't think there's any choice that there has to be peace. I'm concerned about Israel in the long run, whether the Arabs will keep the peace, or whether some strongman will come along. I think Arafat is not as much of a danger as who's down the line possibly putting this together. Because Arafat wants to be kindly thought of at the present moment.

Glaser: Oh, I think he's in danger.

Green: And he's in danger himself. He's done as much as he can. Yes, I do worry about a demigod or one of the militant groups--Hamis or fundamentalist--coming in and taking control.

I don't quite understand why they have not tied up Jericho with Jordan. Why the Israelis at some point haven't said, "Okay, you were a part of Jordan. Look to Jordan for your help now. Don't look to us anymore." Because Jericho is the breadbasket. I remember going down there when Brian led the mission. And the only reason I really remember Jericho was that he was stung on the finger by the biggest bee I've ever seen in my life. We were on top of the tell of Jericho. Brian was explaining that this was the breadbasket of that whole area. This is where all the fruit and vegetables were--most fertile.

Glaser: There's still that stream that's mentioned in the Bible.

Green: That's right. It was a fascinating city, it really was.

Glaser: I was so impressed by that tell. I think it goes back more than nine thousand years--the layers and layers and layers of settlements.

Green: It is absolutely fabulous. When we were there I don't remember really feeling uncomfortable about being in occupied territory. There didn't seem to be any military at that time.

Glaser: No, there wasn't a feeling of hostility.

Green: Israel never wanted the Gaza Strip--well, Egypt didn't want the Gaza Strip. It was part of Egypt.

Glaser: That's right.

Green: That's a nothing. But it's interesting to see what Jordan will do, seeing that they kicked the Palestinians out in the first place.

XIII ORGANIZATIONAL ACTIVITIES

Congregation Emanu-El

- Glaser: I want to ask you now about some non-federation activities. Number one is your activity with the Congregation Emanu-El. You were on the temple's search committee when Rabbi [Robert] Kirschner was hired.
- Green: I chaired it, which Bill keeps telling everybody.
- Glaser: Is that supposed to be a dig?
- Green: I guess it's supposed to be: "See what he did?" [laughter] Surely it's supposed to be a dig. Yes. It was a wonderful committee. It was a very, very large committee. The people were really, really dedicated about finding the best person. I think this is true any time you have a search committee. I was chair probably more in name only because Bruce Denebeim was the president and he was just as active as I was with the committee. He was a very good man to work with. Anyway, we did our job.

It was interesting because the first person who spoke to us was somebody from the Union of American Hebrew Congregation, telling us the rules and regulations. Rabbi Kirschner was too young to be considered for the top job because he wasn't forty and he had not had a major pulpit. So he was out of the running at the beginning. And Richey Goldman did ask the man if he worked for the congregations or if he worked for the rabbinate. And he said, "Well I represent the rabbinate, it's a union." So that was a good indication of what the rabbinical union felt at the time. I think they probably still do but I wasn't on the search team. We did really a very thorough search.

The first panel we had we screened it, had telephone interviews and we got down to about five candidates. They all

came out here and spent several days. One just came for the day because he was in San Diego. Three of them stayed with us. So Bill and I got really a chance to meet them off of the interview process, taking them out for dinner and meeting them. They were all wonderful, they really were. One man was so nervous I didn't think we were going to get him out of the apartment to get to the interview. One man wanted to be interviewed, wanted to do a test or give the committee--

Glaser: A sermon?

Green: No, no. They couldn't do a sermon. That was the rule. They were not allowed to do a sermon from our pulpit.

Glaser: What kind of a test was it?

Green: Oh I don't know. He wanted to test the board about what their feelings were. He was rather a modern rabbi and I think came from a small community. Very nice, very good, not for this congregation but very good. And how the committee felt about certain things. I said, "Well I have to tell you, I don't think it's going to go very well. But certainly it's your interview, you do what you want." So he did. And I must say that the board was very nice. They were extremely polite because it was not something that they were used to or thought much about.

I guess it took almost a year. Anyway, it got to the point where we were down to two. Bruce Denebeim and I went to Madison, Wisconsin, which is where one of them was, to visit that rabbi in his home territory and listen to his sermon. And then six of us went to visit another man, Lee Lerner, in St. Paul. He came across very well. We all liked him very much. One of our men really liked him; he thought he was just a wonderful man. He was a wonderful man. He thought Lerner was just perfect, great, all for him. To this day he's very friendly with him, very close to him. He's got another pulpit up in Toronto. Anyway, we came back and at that point I think we talked about possibly getting another panel to see if there was anybody out there that we hadn't interviewed and ask for recommendations from other communities. At that point the Union said, "Because you've done such a good search and you really have tried, yes, you can consider Rabbi Kirschner." So we did.

Glaser: Where had he come from?

Green: He was already at Emanu-El. Rabbi Kirschner was the second rabbi. He was under Rabbi Asher. He had originally come from Beth Am in Los Altos. That was his first pulpit.

Glaser: I think the search committee routine is you're buying a pig in a poke.

Green: Oh, absolutely.

Glaser: Because you never really know.

Green: Well, he was here. I interviewed him, because I had interviewed everybody else, before the general interview. I was very surprised at his answers because he had always been sort of a background person and reticent about giving his own opinions as long as Rabbi Asher was there.

During the interview we had he was very confident about what he wanted to do about the temple, and his ideas, and they were good. I have to say that Rabbi Kirschner really did what he said he was going to do: increase the membership, bring in an educator, etc. Not all of it happened but he really did a wonderful job for the congregation. What happened to him was really a tragedy, not only for him, but for the temple because he was a very, very good rabbi. Anyway, he was the one that we chose.

We had a lot of letters from members of the temple asking us please to take him because he was so good, etc. I was not here for the final selection, but I did write a letter and say that I felt that--. I had talked to a couple of rabbis who were friends of mine in the community and one of them said, "Take the one that you know above the one that you don't and don't split the community." Brian Lurie agreed, and I talked to Yuri Hirschner down in Los Angeles. They all agreed this was an excellent choice. They were all for him and so was the community and it was off to a rip-roaring start.

I didn't make the second selection committee. [laughter] I'm kidding. The only one that was actually on the second selection committee from the old one was Nadine Rushakoff. But we were all in this together and there were a lot of people and nobody foresaw this. It was not a 100 percent unanimous choice. There were a couple of people who didn't want him, but not for the reason he was let go.

Glaser: What other activities at Congregation Emanu-El did you take part in?

Green: Well, I took part in starting a function between the two services on Rosh Hashona. Some kind of a reception was started when I was on the board with Mickey Bourne, who was then the assistant rabbi. The purpose being so that we could do something for

college students, to attract college students and a younger group of people for the services so they could meet other people.

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Green: I believe they continued and now I think it's extremely popular, not just for college students but for people who want to have some kind of a meeting place. I don't know if they're going to do it this year, but I believe they did it for certainly a number of years.

There was a problem with the Sunday school that had been going on probably since I was in Sunday school. It was not a Sunday school that was particularly popular. And this went on for quite a while. They talked about hiring an educator and then they didn't because the cantor was in charge of that. They just didn't want to hire anybody else at that particular time.

It really was under Rabbi Kirschner that the Sunday school really picked up because he hired Peretz Wolf-Prusan, who's now the head of it. It's a very fine Sunday school and it's grown by leaps and bounds. The whole congregation has grown by leaps and bounds. They have the added advantage of having one of the nursery schools run by the Jewish Community Centers, which the temple's taking over this year. It's a money-maker, by the way.

Glaser: Did you have anything to do--

Green: I had nothing to do with the nursery school.

Glaser: No, did you have anything to do with being on the search committee for Peretz Wolf-Prusan?

Green: No, no. I was on the search committee actually for Irwin Wiener, who was the administrator. I've been on a search committee twice now. I think I was on that one when we hired Irwin. I haven't mentioned the fact that I think I was on it. I hope he's forgotten. That's not an easy job at the temple.

Glaser: He wasn't there very long, was he?

Green: He must have been there five years.

Glaser: Is that considered a long time?

Green: No, no, he wasn't there that long. I can't remember when he was hired, I really don't remember. We hired him two years ago at Hebrew Free Loan. He was the executive at the temple. And then we hired him. He's the executive of Hebrew Free Loan.

Sinai Memorial Chapel

- Glaser: How did you get selected for the Sinai Memorial Chapel as the first woman on the board?
- Green: I knew a number of the people on the Sinai because it's almost the same board as it is on Hebrew Free Loan, with some exceptions. Some are not on Hebrew Free Loan and some are not on Sinai, but an awful lot of them cross. Harold Dobbs was the president and Bill Breall was the head of the nominating committee. I guess the whole board decided it was about time that they had a woman. I mean, they were becoming really archaic. Anyway, they asked if I would serve. I guess they knew me is the reason.
- Glaser: And what's involved with being on the board?
- Green: Well, they keep track of how many services they have; it's really a Chevra Kadisha [burial society]. How many Chevra Kadisha cases are reported every month. They're redoing the chapel and expanding the chapel out at cemetery. And they give money away. They give a lot of money away every year to Jewish educational charities.
- Glaser: I didn't know that.
- Green: It's for educational purposes, but almost all the Jewish charities, all the synagogues get money; East Bay, West Bay, name it.
- Glaser: So you weren't uncomfortable being the first woman?
- Green: I was one of the first two women on--
- Glaser: On everything. [laughter]
- Green: --on the Hebrew Free Loan, and by this time I knew them all. I mean, I really did know all these men. Now they have another woman.

More on Hebrew Free Loan Association

- Glaser: All right, let's talk more about Hebrew Free Loan.

Green: I went on there a long time ago. Marilyn Yolles Waldman and myself, I believe, were the first two women. I have to tell you it was quite an experience. I had been on boards with men since I started so that was no difficulty. But I had never been treated with such deference before. These were exceptionally nice men but were hardly used to working with a woman at a board of directors level. They always tried to include me, however, in the decision-making process. They were really dedicated to this agency.

Glaser: Tell me how it functions. How does it decide whom to give money to?

Green: At that time they had business loans and student loans. Those were the two loans that they had. There had been other kinds of loans in the past such as loans for first-time home buyers.

They had two loan committee meetings each month, and the group would go over every loan. Unfortunately we would have to go over all the loans again at the board meeting. They would give a recommendation whether it was to be passed or not to be passed. There would be quite a bit of discussion. They were really not too strict. They really wanted to give loans. Some of the questions that some of the men asked were--being a woman and shopping in a food market or knowing what the rents were, some of the questions I thought were a little behind the times. But they learned also. There were only two or three men who didn't realize prices had gone up.

When I got on the board it was really becoming modernized. They were really reaching out into the community but were not in a position anymore to give personal help to new businesses. It is no longer an organization that gives hands-on help to clients besides lending money. We now have sub-committees for business loans and first-time home buyer loans. These groups review the requests and recommend to one of the overall loan committees. This way a small group is able to give a more in-depth review before it is brought to the larger group.

The "star" at that time, and still the "star" recipient at the Hebrew Free Loan, was Elliot Hoffman, who had been given loan money for Just Desserts. It since has become a multi-million dollar enterprise. And Julie [Julius] Blackman tells the story of how Elliot looked when he talked to the committee. He had long hair and Julie said it was quite a shock to all of these gentlemen when they saw him. He was very young, but they liked him and they gave him the loan. We don't screen any applicants now. It is all done by staff.

Glaser: You do a lot for the Russian immigrants, don't you?

Green: Yes. The agency is still fundamentally the same agency of giving loans, but it's changed somewhat. We have three loan committees, chaired by the vice presidents, and every board member is a member of one of the committees. We've increased the loan limits, I think it was nine thousand a few years ago for institutional loans, now it is up to fifteen thousand. It's fifteen thousand for business loans up from five or ten, and we're toying with whether those should be increased also. We're up to ten thousand dollars for student loans, and we also have a major category, a separate category of credit card consolidation so that people can consolidate credit cards. We pay off the credit card and they don't have to pay interest. Sixty percent of our total loan portfolio are to Russian emigres.

And it's still the same signature--you have to have signatures. The amount of money that is not paid back is infinitesimally small and has been cleaned up by Irwin tremendously over a period of time with the assistance of small claims court and collection agencies. We have somebody full time on collection.

Glaser: Why are there so many articles, and I assume that these are paid advertisements, in the Jewish Bulletin about the Hebrew Free Loan?

Green: Well, one of the major reasons is that Hebrew Free Loan seems to be a very well-kept secret in San Francisco. There are a lot of people who know about it, don't get me wrong, but there are also a great number of people who don't know about it. I spoke at Temple Emanu-El; they had a Hebrew Free Loan Sabbath, and Rabbi Pearce said he was surprised at the number of people who came up to him and said, "Oh--." They loved hearing about it. They didn't know anything about it.

It is not an agency that has been pushed by the Federation. As a matter of fact, we're in quite a discussion with them at the present moment. We don't take any money from them, deliberately because we didn't need it, and we felt that it was wrong to take money from Federation when there were so many needs. But we wanted to remain a constituent agency. The Jewish Family Service Agency is also lending money, and this is a thorn in our side because there are now two agencies that lend money.

Glaser: I noticed that in the last issue of the Bulletin and it surprised me.

Green: It surprises everybody, except the Federation doesn't seem to want to do anything about it. At the present time we are really questioning why the Hebrew Free Loan is not doing the new Russian immigrant loans when it is doing the Russian loans in almost every other Jewish community in the country. We are doing this in Oakland and San Jose, but not in San Francisco. As we are set up to give loans already, we could save the Federation a lot of money. We have brought to the attention of Wayne Feinstein, Cissie Swig, and now Doug Heller that we cannot understand why the Hebrew Free Loan is never mentioned as one of the agencies helping the Russian immigration. As 60 percent of our \$3,500,000 of loaned money goes to Russian emigres, I'd say we were doing something. We loan for bringing family members over here, business loans, student loans, and now some first-time home buyers.

We had two meetings with the Jewish Family Service Agency, and we were told that they had to give their own loans at the beginning because it was case management. With that I think I got up and left the room. I said, "Fine. I can't go along with you on case management when it comes to money but if that's the way it is, and the Federation doesn't want to stop it, that's the way it is." I think there's a lot of money being wasted, myself. We are not about to turn the money over for use by the Jewish Family and Children's Services.

Golden Gate Chapter of American Red Cross

Glaser: Now I want to ask you about the Red Cross. That's something in which you've been very active.

Green: I got into the Red Cross a number of years ago because of Lou Weintraub. He was working at the Red Cross a few years after leaving the Federation. A woman I went to Stanford with was the chairman of the board at that time. I guess he suggested me to her when they were looking for board members.

Anyway, I went on the board and they asked me what I wanted to do. I said I wanted to do anything but fundraising. I was not going to fundraise, not that they did too much fundraising at that time anyway. I then became coordinator of disaster volunteers. I had never been in disaster, I hadn't the foggiest idea what it was. I had known about the Red Cross from a presentation done for a group of women who had been gotten together by a friend, Patty Costello.

It was presented by a man named Pete Ashen, who was the director of disaster at the Golden Gate chapter of the Red Cross. and was really most impressive, convincing, when he talked about being prepared for an earthquake. He said one of the best things to have is canned foods, like peaches, because you have the fruit and you have the syrup and you can keep some of those on your shelf for an emergency. But don't forget to keep a can opener at the same time that's not electric! I immediately bought some canned peaches and put them on the shelf. Bill came over and said, "What are we doing with canned peaches?!" [laughter] So when I became involved with Pete Ashen, I said, "You're the one that Bill really knows as the man who got us into canned peaches."

Anyway, I went in and he's been pretty funny about it. He said, "All of a sudden there was somebody named Fran Green who was the volunteer coordinator of disaster who I've never even heard of or met." Anyway we became good friends. I really didn't do too much as a volunteer coordinator of disaster, except I did meet a lot of the volunteers who were doing it. They were really outstanding people. The staff and volunteers were outstanding and unbelievably dedicated to what they were doing. They worked during the day and there were many long hours at night during a fire. I wanted to learn what was going on, so I said, "When you go to a fire, I'd like to go." One morning at 2:30 they called and said, "There's a fire on Polk Street and Bush. Would you come?" I went. The fire was out by that time and they took me through the building. They do a survey after the fire is out.

Glaser: Do you mean the firemen or the Red Cross people?

Green: I'm talking about the Red Cross. The survey begins when the fire chief says, "You may go into the building." They go in to see what the damage is in each room, to see if there's anything left, what is left, or if there is total destruction.

I went in and it was an odor I can tell you that I will never forget of this burned building. Nobody was hurt, everybody was out. A young Red Cross volunteer took me through. We had to wear hard hats and I was in a leather coat which greatly upset Pete Ashen. "Why was I wearing a leather coat? I was going to get a ruined coat." Anyway, we went through the building and both my coat and I survived. I was told birds do not survive a fire because smoke kills them quickly. The first thing we heard was a bird chirping. There was a live bird and there were also a couple of live cats that the firemen brought out.

It was at this fire that I really saw what the Red Cross did; they were the ones that took care of the victims. They placed them in hotels if people didn't take them in or they had no place to go, and they fed them. It wasn't big enough to open a shelter; there were not that many people who needed housing. They fed the victims and the next morning they came up to Sutter Street and talked to a case worker to find out what they would be given to get them on their feet. The thing that amazes me really about the Red Cross is that they are the first line that helps the victim, they really are. The Salvation Army also does it, depending on what area it would be in, and people expect it. And then I was at the Concordia Club fire. I think I told you this in another interview didn't I?

Glaser: No.

Green: Anyway, I eventually became disaster chairman. I had complained to Pete. I said, "You know, you never call me." He said, "We don't call. You're supposed to come." I said, "Fine." One Sunday morning I looked out this window and I saw a plume of smoke. I went down to the Sutter Street building and was told it was a building fire. They said there weren't any victims connected with it but they had to feed the firemen. I went in the truck with a young man who was the bus driver and he said it was a gymnasium on Van Ness Avenue. It never dawned on me that it was the Concordia Club until we got up to it.

Glaser: Oh my. Gymnasium. [laughter]

Green: So anyway, I was at that fire. We usually are not there immediately unless it's a huge, huge fire of some kind with people involved who need immediate help. They usually don't go until its well under control; and it takes time to get a team together and the bus moving. We served hot coffee, tea, chocolate or juices to the firemen. Ahrens Bakery had donated some coffee cakes and somebody came up and said, "I'd like to buy a coffee cake. Here's a dime." I said, "Oh no. Nobody's going to give any money. The Red Cross has never lived down that they charged for donuts during World War II."

Glaser: That's right, I heard that also.

Green: That was because the European Red Cross charged and the American Red Cross had to go along with it.

Glaser: And then you became the chairman of the whole chapter, the Golden Gate chapter.

Green: Yes. First I became chairman of volunteers and then I became chairman of the chapter. There's no longer a chapter, it's a San Francisco section; there's a Bay Area Red Cross now encompassing Marin, East Bay, West Bay, and South. Yes I was, and I was chairman of the chapter when we had the earthquake.

Glaser: You must have been very busy.

Green: I was. I spent three weeks down there, during the days. When the earthquake hit we were here and I couldn't get out. Everything was out, the electricity and telephone. I thought, "Well, they have enough people down there for the first night. I'm not going down. I'd never get back up the twelve flights of stairs. And besides, it's dark out." We also couldn't get the cars out of the garage. I stayed here and my daughter called; she got through from Oregon. She had worked for the Red Cross when she was first married and she said, "I don't believe you're home. You've been waiting for this disaster forever and it finally hit and you're not there!" [laughter]

The next morning I went over and it was absolutely unbelievable. I walked into the chapter and there was a mob scene outside of people waiting to volunteer. We all looked at each other. The professional volunteer coordinator was out on a run with some board members looking at the shelters, so she wasn't there. Finally, the manager, who was a wonderful woman, came down and together we got going. People were marvelous, they were really fabulous. There were people who were psychiatrists, who ran businesses, most of our board members came in to volunteer. They were all put to use. It's better organized now, I have to tell you, than it was at that point.

Glaser: That was like baptism under fire?

Green: Yes. The whole team was prepared for that first night. When it hit there was a whole group of nurses in uniform at the Giants and A's game, the World Series. These volunteers commandeered a city bus to bring them back and they got the shelters open, which was great. There were nurses, and all the shelter managers were around. The first twenty-four hours people were there. And then when things started to fall into shape and the telephones weren't working, people were walking in and saying, "I'm going to give you this food" and "I'm going to give you that food." It shook down. The Moscone Center was really chaotic. Most of the people there were on drugs, they were street people; most were not victims of the earthquake.

Glaser: Why do you mention Moscone Center?

Green: Because that was one of the shelters. There were three shelters: Moscone, the Marina Junior High School, and one of the Catholic Schools in the avenues was also a shelter. The last mentioned shelter was closed in a couple of days; we didn't need it.

Moscone was the big one because that's a big building, and they had a very tough time down there. The next day, or two days later, the nurse--we've become friendly since then, she's disaster chairman now--I saw her walking across the parking lot with this huge, huge green plastic sack. I said, "What in heaven's name are you doing with that?" She said, "These are all the drugs we've confiscated down at Moscone." Drugs that they shouldn't have been bringing in. Not just the cocaine and stuff like that, but just drugs were around. Anyway, they worked it out. The city closed Moscone.

Glaser: Because of the drugs?

Green: No. They closed it because there was a convention coming in. Obviously, the convention didn't come, but they were expecting a convention. The Red Cross got a ship--I don't know who got the ship--and put the people who were being sheltered at Moscone on the ship. Pete said it was really something. Bill and Stu Erlanger helped load the ship. Everybody pitched in as I mentioned before--even directing traffic on the street. The amounts of water that companies were sending and food, it was just massive amounts. And every restaurant in town volunteered to send food and did. We had to feed the volunteers, which was a massive amount, too. It was fascinating, it was an experience never to forget.

Glaser: How long were you chairman of the entire chapter?

Green: Just two years.

United Bay Area Crusade Budget Committee

Glaser: And you were on the budget committee of the United Bay Area Crusade.

Green: Years ago.

Glaser: Was that something you enjoyed doing?

Green: Very much, it was interesting. We had the big agencies, as a matter of fact, the year I was on it. We had the Jewish Welfare

Federation--at that time it was Jewish Welfare Federation-- Catholic Social Service, Salvation Army, and the Red Cross. I do remember a man who was Jewish--obviously not an active member of the Jewish community. When it came to budget time, deciding what money was being given, he said, "Well, I think we should give more to the Catholic charities because the Jewish Federation can raise its own money." One of the non-Jewish members said, "You obviously don't understand that the Jewish Welfare Federation only raises money for the community when we don't give it." I hope that was an eye-opener to him, but I doubt it. I think the big organizations are done separately.

Western Women's Bank

Glaser: You were a director, or maybe you still are, of the Western Women's Bank.

Green: No, fortunately, we sold it.

Glaser: That sounds like an interesting story.

Green: Well, I always seem to get on things that are controversial or in the middle of a fight. Annette Dobbs was an original member [the name later changed to Golden Gate Bank] on the board and she resigned; I guess they were looking for another Jewish woman. Anyway, I knew Dorothy Colvin--also an original board member. She and the chairman, Pat Conley, asked if I would be interested in being on the board and I thought, "That sounds sort of interesting." At that time my uncle, Warren Hellman, who had been a president of Wells Fargo Bank, was still alive. When he heard that I had gone on a board of a bank, he said, "I can't believe it. What do you know about banking?" [laughter] I said, "Not much, I will admit."

Glaser: This was totally a woman's bank?

Green: No, it wasn't. We had men on the board. It was at the same time as the Women's Bank in New York--there were several. They were started because women couldn't get credit at banks. The minute these banks started, the other banks picked up credit for women. I don't know if it was timing, they saw the handwriting on the wall and decided they'd better do something, or women's banks pushed them into it. The bank was underfinanced at the beginning.

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Green: I don't know whether the state was being nice because it was a women's bank, or they were just not up on their toes, but they should have demanded more capitalizing. Anyway, it started off all right.

Then there was a big production between the woman who was the president-chief executive officer. There was a great deal of infighting among the directors. One group wanted her out and others wanted her to stay. I was really on her side because she was actually a very nice woman and I thought she was getting the raw end of the deal. I had no idea why they wanted her out anyway. There were back and forth telephone calls and lawyers' meetings and everything else under the sun.

Anyway, she was finally voted out. There were several people on the board who resigned when she did. And I thought, "I am not going to give in when I have so much money in it. I really morally should resign, but financially I'd better think twice about it." I decided to stay and work with them, and they really turned out to be extremely nice people. Marie Brooks became the chairman of the board. We hired a man to be the chief executive officer who turned out to be awful. Then we hired Gail Anderson as president and she was very good. She went on to head the University National Bank. The last president was a man who also went on to head another bank.

At one point, we had to refinance the bank. Three of us put up the major amount of money, but all directors participated. There were all sorts of problems because the husband of the woman who resigned was suing, and a dissident group put other people up for election who would fire the president. One of the people, by the way, was Dick Blum. I don't remember him ever coming to a meeting. But anyway, the three people on there were put on to try to sell the bank, at least that's what we were told. We were on a trip in New England with our children, and I spent one whole evening on a telephone conference call. We did not sell the bank. The offer, whoever they wanted to sell it to, was a rip-off. Anyway, we went on (the three placed directors resigned) and the bank grew until somebody came along who wanted to buy a private bank. We had a very good attorney who was always with us. "Ladies and gentlemen," he said, "this offer is good." So we sold it.

Glaser: Was it a learning experience for you?

Green: A great learning experience, yes.

Glaser: Did you become a better businesswoman?

Green: No-I'm not in business. The thing that I thought was interesting--we had a loan committee, so every loan came before a committee besides the professionals. I did find out that the banking industry is not quite as simple as you read. If you write off a loan, you lose money, but it's only paper money. If you get that loan back, because half the time the loans are paid back, you make money.

Glaser: It's a bookkeeping mechanism.

Green: It's a bookkeeping mechanism. If you're a huge, huge bank and have tremendous amounts of overseas loans where the money is never going to come back, you're in trouble. But these were small loans. We were involved with the SBA [Small Business Administration] because ours was one of the banks that were part of the SBA group. It was so complicated and so much red tape that they absolutely killed themselves with what they did with the SBA loans. I mean it was paperwork after paperwork after paperwork. Some of the loans were good. I did find out there are a lot of T-shirt places, there still are a lot of T-shirt places. [laughter] They're not the most profitable loans. They weren't bad loans, they just took so much time.

I must have learned something business-wise. I did learn about loans and I did learn that sometimes taking a chance really is not such a bad idea. With all the amount of money that you have in back of you, all of the stuff that you put up doesn't mean a thing if it's something that can go down the drain tomorrow.

Glaser: Was this experience something that you could use when you got on the board of Hebrew Free Loan?

Green: Probably a little bit of it, yes. Realistically what prices are, that they do change. You know, if it was worth a hundred thousand dollars last year, maybe it's worth two hundred thousand dollars this year. But we don't have that kind of loans. It would be interesting when we have these first-time home buyers that we're about to do. Marian Isaaks is going to chair the committee and she is a banker.

Council of Jewish Federations

Glaser: Now I want to ask you about some of the other organizations that you've been very active in. The first one is you were vice president of the Council of Jewish Federations.

- Green: I was overall, yes. But I was also vice president of the Women's Division first.
- Glaser: Did you have to go to New York for meetings?
- Green: Yes, I went to New York for meetings. I always went to the quarterlies when I was vice president.
- Glaser: For the Women's Division?
- Green: I went to the quarterlies for both, for both the Women's Division and for the regular one. The Women's Division really was a very integral part of the Council at that time--very highly regarded because they were very good fundraisers. It was through the Women's Division of the Council that the group dynamics technique of fundraising was introduced. It was really a very strong time of plus giving at that point. They had a fabulous woman who was the director of it, who probably had more influence on my life as far as organizations go than anybody else.
- Glaser: Who was that?
- Green: Her name was Bea Finkelstein.
- Glaser: Oh yes, you mentioned her.
- Green: I think I got from her, too, probably a trait that's not so great. That's by speaking out all the time, because she never kept it back. I'm not quite as strong as she is, she was wonderful. She instilled in all the women great pride in being Jewish, pride in being a woman, and if you felt strongly enough about a cause there was nothing embarrassing about asking for money.
- Glaser: You make it sound as if there was more of an acknowledgment of the strength of women and the need for women at the national level than here in San Francisco.
- Green: Well, the national level at that time was composed of, it still is, of all of the Women's Divisions around the country. And San Francisco at one time was one of the lowest of the low in women's involvement.
- Glaser: Certainly as far as acknowledgment by the local federation.
- Green: I'm not sure that they were acknowledged any more than on the surface with the national either, but it was a very strong entity within the Council. They participated in every kind of meeting at the Council. I think I was chairman of a committee when I was

in the Women's Division back there. I think they were influenced by Bea Finkelstein; everyone depended on and respected her.

They were exciting meetings, and there would be excitement from the women throughout the whole convention. Carl Stern, who was the chairman of the overall San Francisco campaign when I was president of the Women's Division of the Federation was very strong for the Women's Division. He was very strong also for the Young Adult Division.

Glaser: He brought that idea from Chicago, didn't he?

Green: Yes.

Jewish National Fund

Glaser: Then you were vice president of the Northwestern Council of the Jewish National Fund.

Green: I'm still on the Jewish National Fund, haven't done a thing on it. I was involved at one time, but why my name is still on it, I don't know. I was involved with Dr. Abe Bernstein, a very good friend, when he was president. I was honored by Jewish National Fund.

Glaser: Do you want to tell me about that?

Green: I don't remember what year that was, it was so long ago (probably the early to middle 70's). I was honored along with John Henning. I think I might have been the first woman who was so honored. Ted Kennedy was the speaker.

Glaser: John Henning is a labor man, isn't he?

Green: Yes, and the one who spoke about him I knew very well from the Juvenile Justice Commission. David Ben Dov was the one who presented me the award. It was a very exciting evening. Ted Kennedy spoke beautifully; he had Bill and some of the men on the balcony in Ben Swig's apartment talking about all the women he was with in San Francisco. Bill was fascinated. [laughter] Ted Kennedy was very young and very attractive.

American Friends of Hebrew University

Glaser: In 1986 you became president of the Northwestern States Region of the American Friends of Hebrew University.

Green: Correct, I did.

Green: We had the annual dinner. Was I two years or one year as president?

Glaser: Two years.

Green: Two years. The first year was when I thought I was going to be the guest speaker because we had contracted for Mrs. Sadat. Mrs. Sadat cancelled at the last minute because somebody had said, or in print it said that Jerusalem was the capital of Israel and she pulled out. There we were without a speaker, but it turned out to be absolutely fabulous because we got Alan King (for quite a bit of money), and he was very funny. I mean, he was unbelievably good. But it was hairy, I have to tell you.

They have a very, very good fundraiser at the Hebrew University, Daphne Noily, and she's a delightful young woman. She's still there, and she really goes after people to see if she can get them involved. The Koret Foundation of course has been wonderful with giving to the university. The university does a very good job, and it's the only university that I'm supporting, other than a token donation, because there are just so many Israel institutes of higher learning. I got involved with this one first so I thought I'd better stick to it.

The second year we had Sid Caesar; that was a disaster. I've had quite a few, I've decided. [laughter]

Judah L. Magnes Museum

Glaser: Tell me about being on the board of the Magnes Museum.

Green: To me it's very interesting because this is a field I've never been involved in, the art world, other than majoring in speech and drama at Stanford, which ended for me when I left. It's really a most impressive agency, it's always been an impressive agency. I remember going over years ago to look at their archives, long before I probably became involved in Federation.

I think Seymour Fromer is such an outstanding person. He really made this organization what it is today. I remember Seymour from years ago when I was president of the Federation, coming to meetings of agencies. I think they do a good job. Unfortunately, they don't have enough money, which seems to be the case for everything. I know they have been talking to the Jewish [Community] Museum over in San Francisco about some combination. Whether this will ever come about, who knows. I would imagine it will eventually, some kind of a combination. Actually, if the Judah Magnes Museum wasn't there, especially with its archives and its history, the Jews would be in a lot of trouble in California with the knowledge that they wouldn't have.

Glaser: Does Seymour do a good job in getting people from San Francisco on his board?

Green: I think he tries, yes, he does.

Glaser: Because that's one way of getting involvement.

Green: He does have people on his board and he gets a lot of interest. There really are a lot of people interested in the Judah Magnes. I don't know how you get them to give the millions of dollars that they've gotten for some of the museums over here, but maybe time will take care of that, too.

XIV A SUMMING UP

Federation Changes

Glaser: Summing up, Franny, what changes have you seen in the Federation since you began so many years ago?

Green: Well, it's much bigger. It's a superagency now. I think the changes really are that instead of being looked down on as, "Well, do I have to give?" and, "I don't want to give," I think it's gotten many, many, many more people involved in giving to Jewish causes and being proud of doing so.

Glaser: Does this mean that it has become more democratic as a board?

Green: I don't know if it's become more democratic as a board. I don't know that the people have really changed that much. They're obviously different people, but I think that in any major organization you still have people who are in charge. You've still got the same group who are running things--not the same people but a group of the same kind. Yes, I think it's opened up. There are more new people involved all the time at the board level. It takes a much shorter time, now, to move up the ladder of leadership, not twenty years. It's not as closed as it was, but I didn't think it was that closed when I was involved. I thought it was a pretty open organization.

Glaser: But you were part of the elite, Franny, think about somebody coming into the community.

Green: I don't know if there is an "elite", but the decisions are still made by a few people. There are people from years gone by that still have great influence--Mel Swig until he recently passed away, Richy Goldman, his son, John, Larry Myers, Bill Lowenberg, Bob Sinton, Cissie and Dick Swig. There are a lot of new people coming in who are doing major jobs.

Glaser: But hasn't there been an encouragement of bringing young people along?

Green: Absolutely, there's been an encouragement of bringing young people along. And I think you can sort of thank that to Marilyn Yolles, who along with Matt Weinberg started the mandatory board representation of thirty-five and under.

[Interruption]

Green: Young people have more to say and young people are moving into positions of power and positions of leadership. I think there are many more young leaders than there were. Less people are being recycled than they were probably in the past. They're using newer people and different people instead of the same people all the time. I must tell you, however, that the definition of youth has increased to 40-45.

Glaser: Has the role of the Federation within the community changed at all?

Green: I think somewhat. I think the Federation really is the overall superagency that everybody looks up to to set the pattern of what should be done in the community. I think they're much stronger with their agencies than they were in the past. I think they would like to be the all-encompassing power structure and have the final say on everything, which in some instances they should. I think a constituent agency should be told what they can and what they cannot do. I think what they have done over a period of years is they really have looked into what are the needs in relationship to what's the most important--what can be done, what cannot be done. This is certainly being done in the field of capital funding. What is really the top priority in the community, what are the new needs? And I think they have, with the study they have done, realized that certainly childcare is very important.

Glaser: Do you mean the demographics study?

Green: Coming from the demographics study. I think that the needs of the aging seem to have gone exactly the same way as they have gone twenty years ago. They're realizing that the needs are still the same, but actually the cost of care has skyrocketed so that people are being kept in their homes much more. So they have progressed over a period of time to bring about changes.

Glaser: Any changes between the Federation and synagogues?

Green: Well, they keep talking about it, but I haven't seen it yet. They've been talking about it since I can remember. I don't think the synagogues and the Federation are really at sword's points as much as we might say they are. The problem is there's just so much money available, and unless the federations are going to be able to pick up the tab of the synagogues they're still going to have to raise money.

One of the biggest problems to me in the community, and it has been for a long time, is the extra fundraising that occurs for every single agency under the Federation. And it's not because they're doing it out of spite, it's because they're doing it out of need. There's not enough money collected under the umbrella organization to be able to support the needs of all of the agencies and overseas at the same time.

Glaser: But I thought agencies weren't supposed to have fundraisers of their own.

Green: Well, they do, they have fundraisers of their own, but they're under memberships or special projects or whatever it is. The Federation will tell an agency that they just can't meet the budget, there's no way they can survive without added funding.

Glaser: I think at one time there had been a rule that agencies couldn't fundraise.

Green: They do now. They've just had a big dinner for the Jewish Family and Children's Agency. Weizmann Institute had a dinner, Hebrew University had a dinner, everybody has dinners.

Glaser: But those aren't agencies--those are institutions in Israel.

Green: Well, they're all supported. Anti-Defamation League, American Jewish Committee, American Jewish Congress, etc., they're not constituent agencies, but they're all agencies. No, the constituent agencies have membership drives or whatever, a special project or something like that. I'll tell you what has really grown is the endowment fund, and that's a big boon to the community.

Glaser: If you could, what changes would you make in the Federation?

Green: I'm really not that involved in the Federation anymore. You mean, other than the Hebrew Free Loan and the Jewish Family Service Agency? I'm directly involved in that. I think Federation's doing pretty well.

Looking Back at Federation Presidency

Glaser: In looking back on the years of your presidency, if you could have made some changes what would you have done?

Green: During my years as president? Well, during my years of presidency, I probably would not, knowing now, (of course hindsight is wonderful) I certainly would not have allowed seven men to come to tell me to fire the executive director.

Glaser: Number one.

Green: That is number one. [laughter] And that is probably why I didn't find my two years as president the highlight of my life. And probably why I told you I enjoyed being campaign chairman much more. I guess that goes with the territory, and I think it probably went a little bit with being a woman, although the men never admitted it. I don't think they would have done it to a man. I know they wouldn't have done it to a man.

Satisfaction from Volunteership

Glaser: You have been involved in so many different volunteer activities. What has given you the most satisfaction?

Green: I think probably the individual agency work. I liked Homewood Terrace; I enjoyed working with the children at Homewood Terrace. I enjoyed the Home for the Aged. I enjoy the Hebrew Free Loan. I love the Red Cross. I liked the Juvenile Justice Commission, although it was one screaming match after another.

Glaser: Was there one that stood out in your mind as far as giving you satisfaction?

Green: I think probably the Jewish Home is the most satisfactory agency, although it was not the most work. It's a wonderful board, it's a wonderful staff, and there were no particular problems at that time. Homewood Terrace has a special place in my heart as I became friendly and saw one of the children regularly while she was there. She is married now, almost 50 years old, and we still get together.

I also enjoyed the Women's Division. I think I was very satisfied working in the Women's Division as campaign chairman and as president. I thoroughly enjoyed working with Seymour

Kleid, who was our executive, and it was a wonderful learning experience. And working with Bea Finkelstein and working with Lou Weintraub and Treg. Starting something or building on something that had been started but was not easy to get off the ground.

Glaser: Franny, that's it. Thank you so much.

Green: Thank you.

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CHRONOLOGY-- FRANCES D. GREEN

Born San Francisco, October 15, 1928; parents Mr. and Mrs. Lloyd W. Dinkelspiel; married William H. Green 1949. Children Louise Marsh, 1950; David, 1953; Florence Marchick, 1954.

Katherine Delmar Burke School; speech & drama major at Stanford--3 years

COMMUNITY SERVICE

1. Volunteer aide at Mt. Zion during first year of marriage.
2. Volunteer, Youth Guidance Center & Juvenile Court--drove children to clinics; adult sponsor at court for orphans & kids from broken homes.
3. President & cooperation mother of Presidio Hills Nursery School.
4. Co-chairman, Madison Elementary School Fair.
5. Director, San Francisco Hearing and Speech Center.
6. Tutor at Venture House.
7. Director, Emanu-El Residence Club.
8. 1968-1976, member, San Francisco Juvenile Justice Commission; chairman, 1967 special study committee. Upon its recommendation, Youth Guidance Center and Juvenile Hall were studied by Bay Area Social Planning Council.
9. 1970, elected vice president of Council of Jewish Federations and Welfare Funds.
10. Director and secretary, Mt. Zion Hospital and Medical Center and board representative to West Side Community Health Center.
11. 1973, board member, Council of Jewish Federations and Welfare Funds.
12. 1973-1976, Sunnyhills Child Care Agency.
13. Budget committee, United Bay Area Crusade.
14. 1978, Director, Jewish Community Relations Council.
15. Vice president, Northwestern Council, Jewish National Fund.
16. Vice president, Women's Services Council, Council of Jewish Federations.
17. 1974, Co-chairman with Robert Sinton of AIPAC conference.
18. 1975, Chairman of committee selecting CJFWF Shroder Award.
- 18a 1976, One of four women honored by American Jewish Congress
19. 1980, Honored at Israel Bonds dinner.
20. 1981, Elected to executive committee of the American Joint Distribution Committee.
21. 1986, Regional president, Northwestern States Region, American Friends of Hebrew University.
22. President, Homewood Terrace.
23. Board member, Emanu-El Club.
24. Chairman, Golden Gate chapter of American Red Cross and chair of its disaster committee.
25. 1988, President, Jewish Home for the Aged.
26. 1992, President, Hebrew Free Loan Association.
27. Director, Western Women's Bank.
28. Director, Golden Gate Bank.
29. President, Stanford Women's Club of San Francisco.

WOMEN'S DIVISION

- 1948 First campaign, the year State of Israel was born.
- 1956 Formally organized on a year-round basis.
- 1957 Mrs. Edgar N. Goldstine first president.
- 1958 Women's Division becomes part of Federation. One Day Institute for exploring and discussing Jewish institutions and family problems.
- 1959 One Day Institute workshops headed by psychiatrists, psychologist and sociologist. "Come see" tours of Federation agencies such as Home for Jewish Aged, sheltered workshop, clinics, and child care centers.
- 1964 Campaign chairman. Federation executive committee approves Women's Division representative on Federation board and ex officio status on board for campaign chairs.
- 1966-67 President, Women's Division.
- 1966 Asilomar leadership training conference. For the first time, Federation allots Women's Division a budget; also, first Federation division to get a subsidiary budget.
- 1967 Women's Division helps man United Jewish Appeal conference in San Francisco.
- 1969 National Women's Division formalized; a decentralized program dividing the country into seven divisions, each with its own chairman.
- 1970 National Women's Division formed into state structures. Regional meeting at Asilomar of Women's Division of United Jewish Appeal and Council of Jewish Federations and Welfare Funds.
- 1972 Together with Mrs. Dobbs, took part in Women's Division Leadership conference in Los Angeles under co-sponsorship of UJA and CJFWF. Learned that San Francisco's year-around education program had an excellent reputation.

FEDERATION

- 1958-59 WALTER A. HAAS PRESIDENT.
- 1959 Organization of Young Leadership formed. General Assembly held in San Francisco.
- 1960-62 WALTER D. HELLER PRESIDENT.
- 1960 Completion of Massarik population study and study of Jewish Community. Centers' needs. Latter study results in Centers merging into United Jewish Community Centers.

- 1961 Mrs. Green and Robert Sinton represent Federation on joint study of Homewood Terrace to assess community's needs in care of disturbed, delinquent, or abandoned Jewish children.
- 1962 Executive committee approves ex officio representation of Women's Division on Federation board and ex officio status on board for campaign chairs. Opening of Pinecrest, a group residence for aged on grounds of Jewish Home for the Aged. Creation of executive vice-president position for Sanford Treguboff; Louis Weintraub to be executive director.
- 1963 SYLVAN LISBERGER PRESIDENT
- Mrs. Green explains group dynamics to board. Is elected to three-year term on board. Brandeis Day School organized, financial assistance by Federation to be subvention through Bureau of Jewish Education. Study committee recommends that Homewood be discontinued and establish small group home units. Continue foster care and limited adoption services.
- 1964 BENJAMIN SWIG PRESIDENT
- Mrs. Green states Women's Division wants to know if Federation supports principle of women's giving. If such support is lacking, Women's Division can never be successful.
- 1965-66 SAM LADAR PRESIDENT
- 1965 Mrs. Green co-chairs young leadership conference in Monterey. Study by Federation of Jewish education. At budget meeting, Mel Swig and Mrs. Green upset at not being given prior consultation when Mount Zion decided to construct a seventh floor. Homewood Terrace for sale; thirty-five kids in group homes; twenty-five in individual foster homes; administration headquarters in leased Mount Zion psychiatry building on Post Street.
- 1966 Mrs. Green on Fundraising, budget, and budget study committees. Young Adults Division established, Irving Rabin chairman. Reorganization of United Fund into United Bay Area Crusade--five counties, fundraising and budgeting. Also, Bay Area Social Panning Council.
- 1967-68 ROBERT SINTON PRESIDENT
- 1967 Mrs. Green vice president and chairman of public relations. United Jewish Appeal establishes Israel Emergency Fund--all funds transmitted directly to Israel. Recommendation for two-card campaign. Board approves Home for Aged construction of new building and remodeling of present building; also new administration building for Homewood Terrace.
- 1968 Mrs. Green chairman of public relations committee, vice president, and assists campaign chairman. She is also chairman of budget study committee and on budget committee.

1969-70 JOHN STEINHART PRESIDENT

1969 Warren Epstein chairman of campaign cabinet.

Mrs. Green is vice president, campaign vice chairman, chairman of social planning committee, and Federation representative to Jewish Community Bulletin. The social planning committee establishes committee on college youth, chaired by Marshall Kuhn, which will have two-year pilot program jointly financed with Hillel, at SF State and City College. Rabbi Roger E. Herst to direct project. Mrs. Green reports Emanu-El Residence Club to be closed. Board approves Mrs. Green's recommendation that \$1,800 be given to Board of Rabbis on behalf of House of Love and Prayer. Mrs. Green reports on social planning committee's study of Jewish education. This is separate from school study. Report of study committee on education presented and approved: 1) improve quality of teaching in Jewish schools; 2) increase staff of Bureau of Jewish Education; 3) phase out Federation support of schools, which now consists of subsidizing teachers' salaries. Services to schools to be provided by Bureau of Jewish Education.

1970 Donald Pritzker campaign chairman. Mrs. Green vice president, vice president of campaign, and on committee to carry out budgeting procedure changes. She resigns from board of Bulletin. Women's Division and Young Adults Division now ex officio board members Bylaws revision: social planning and budgeting committees combined. The new committee is asked to confer with Bureau of Jewish Education and establish policy regarding allocation of funds to day schools. Federation is concerned about subvention to schools that do not accept Jewish children whose mother is not Jewish and has not converted. Changes in budgeting procedures are recommended; Mrs. Green is on committee to carry out changes. Board agrees to grant \$18,000 for local Jewish population study. Bylaws revision provides for amalgamation of social planning and budgeting committees. As vice president of Council of Jewish Federations and Welfare Funds, Mrs. Green to go on CJFWF European mission.

1971-72 MEL SWIG PRESIDENT

1971 Jerome Braun campaign chairman; Mrs. Green vice chairman. She is program chair for campaign leadership retreat at Asilomar attended by forty-five community leaders and campaign workers. Mrs. Green electrifies group by announcing her own gift and husband's of \$100,000 compared to \$40,000 of last year. Mrs. Green is board secretary, vice chairman of fundraising, and on social planning and budgeting committee. John Steinhart reports on deteriorating relationship between Federation and United Bay Area Crusade. Sit-in by thirty-five young students presenting demands based on claim of Federation's insufficient support of Jewish education. However, for 1971 Federation increased its allocation to Jewish day schools almost three fold. Board approves two-year allocation totalling \$100,00 for vocational service program. UBAC's 1971 grant to Federation cut by 15%--\$72,500 less. As a result of Federation appeal, UBAC restored \$30,000; total grant of \$438,000 to Federation agencies other than Mount Zion Hospital. Mrs. Green on UJA

study mission to Israel. Increased financial support for Jewish day schools. Social planning and budgeting committee to take careful look at direction community is moving in this area.

1972 Mrs. Green campaign chair. She is first woman outside of New York to serve as general chairman of a Federation campaign. She states two most successful ingredients are overseas missions and face-to-face solicitation in private homes. She is also Federation vice president and on bylaws revision committee. Social planning and budgeting to study feasibility of establishing a community day school. Pinecrest transferred to Jewish Home for the Aged.

1973-74 JESSE FELDMAN PRESIDENT

1973 Henry Berman, campaign chairman. Mrs. Green Federation vice president and vice chairman of Advance Gifts Division; also chairman of fundraising committee. Capital funds drive of \$15 million: \$7,500,000 to be raised by Mount Zion Hospital (because appeal that hospital has for non-Jews); \$7,500,00 to be raised by Federation for United Jewish Community Centers, Bureau of Jewish Education, and Jewish Home for the Aged. Hebrew Academy wants to become direct constituent agency rather than presenting needs and program through Bureau of Jewish Education. According to Mr. Feldman, Hebrew Academy has concerted effort to destroy Federation. He presents matter of withholding allocation to academy because it interfered in 1973 campaign. Academy brings lawsuit against Federation on charge that Federation solicited gifts with pre-determined intent not to make allocation to academy.

1974 Louis Weintraub executive vice-president; Brian Lurie executive director. Federation office established in Palo Alto. Mrs. Green on Advance Division.

1975-76 MRS. GREEN FEDERATION PRESIDENT

1975 Louis Weintraub designated Federation consultant; Brian Lurie named chief executive officer. Capital funds campaign raised more than \$9 million. Jewish Vocational and Career Counseling Service now a constituent agency. Members of Jewish Defense League invade Federation offices, complaining of method of electing Federation board members. They leave only when police were called. San Francisco's campaign ranks second among Big 16; its highest rating ever. Settlement of Hebrew Academy suit; Federation pays it \$26,000 and it may reapply for admission as BJE affiliate for Federation funds. Federation creates entity to develop and operate non-profit housing project for poor well elderly. DROME Associates (Federation members) buys land on corner of Sacramento and Walnut Streets for project.

1976 Endowment Fund becomes a standing committee, Marshall Kuhn director.

1977-78 PETER HAAS PRESIDENT

- 1977 Mrs. Green chairman of executive committee; on finance and capital funds committees. The latter is a new committee. Homewood Terrace merged with Jewish Family Service Agency to become Jewish Family and Children's Service Agency. Federation receives HUD grant of \$5,268,500 for construction of 150 units for housing for elderly.
- 1978 Ron Kaufman campaign chairman. Mrs. Green chairman, General Assembly of Council of Jewish Federations being held in San Francisco. She is chairman of Federation executive committee and on capital funds committee and fundraising committee. Federation offices moved to 254 Sutter Street. Menorah Park incorporated as owner and manager of housing project for the well elderly. A nine member board: five from Federation, four from UJCCs Executive committee recommends major reorganization of UJA governance; board should have significant Federation representation. This is accepted by UJA; Cleveland had followed San Francisco's initial action. Project Renewal accepted; commitment of \$6 million; Tel Hanan will be Federation's project.

1979-80 JEROME BRAUN PRESIDENT

- 197 Annette Dobbs campaign chair due to Ken Colvin's illness. Menorah Park completed. Richard Goldman chairman of Project Renewal. Board of Rabbis request more frequent meetings with Federation representatives. This is greeted enthusiastically because it reinforced vital relationship between synagogues and Federation. Endowment Fund allots \$20,175 to Jewish Family and Children's Services for Indochinese Refugee Resettlement Program. 325 more Soviet emigrés expected, Federation advances JFCS \$350,895 for emigré program.
- 198 Ken Colvin campaign chairman. Mrs. Green on capital funds committee. Newly formed education committee, an Endowment Fund subcommittee. Over \$11 million raised from all regular campaigns in 1979.

1981-82 RICHARD GOLDMAN PRESIDENT

- 1981 Donald Linker campaign chair. Mrs. Green on capital funds and fundraising committees. Decision to construct a headquarters building. A population study of the South Peninsula will be undertaken. Concept of confederation formally approved by East Bay and San Jose Federations. San Francisco one of first cities in country to have a Special Gifts Department. Mrs. Dobbs asks for a demographic study and calls for making New Gifts Division a standing committee.
- 1982 Phyllis Cook campaign chair. Mrs. Green on capital funds and fundraising committees. Federation's name changed to Jewish Community Federation of San Francisco, the Peninsula and Marin County. Kiryat Shmona adopted as second Project Renewal community. The South Peninsula multi-use facility is a reality--former Terman School in Palo Alto. Israel-Lebanon war. A letter is sent to Prime Minister Begin expressing shock over Sabra-Shatilla massacre. Sonoma County merged with Federation, necessitating Federation name change. Social planning and budgeting committee is now committee of 120.

1983-84 WILLIAM LOWENBERG PRESIDENT

- 1983 New term will be 1-1/2 years. George Frankenstein campaign chair. Mrs. Green on fundraising, capital funds, budgeting and planning committees, and endowment fund. Creation of overseas committee; Mrs. Green on committee, chaired by Richard Goldman. Federation receives Shroder Award for confederation from Council of Jewish Federations at General Assembly in Atlanta. Brian Lurie gave keynote address at UJA young leadership conference in Israel. He raised issue of Federation's concern over politicizing of Jewish Agency. This struck a sympathetic chord among many Israeli leaders, who for first time acknowledged Israel's need for Diaspora Jewry; not only for funds but also to strengthen quality of Jewish life in Israel.
- 1984 Federation is first one to make an in-depth study of the Jewish Agency. Other cities expected to follow San Francisco's lead. Move to new headquarters building; museum opened in October. Overseas committee recommends opening an office in Jerusalem, cost not to exceed \$35,000 a year. Federation had second best campaign of major cities; Washington, D.C. first. On per capita basis, San Francisco is fourth, best after Cleveland, Detroit, and Montreal. Phyllis Cook succeeds Carole Breen as staff person for Endowment Fund.

1984-86 RON KAUFMAN PRESIDENT

- 1984 JF&CS adopts policy of serving kids in their homes instead of expensive residential care and treatment centers. Board approves demographic study of confederated areas of Northern California. National leaders come to San Francisco to meet with overseas committee and officers to discuss committee's recommendations regarding Jewish Agency. Roselyne Swig emphasized Federation's efforts for positive change in relationship to Jewish Agency. Federation was asked to wait until February before visiting other cities to present Federation's concerns. But Federation will have articles in the Jewish press on its position.
- 1985 Roselyne Swig campaign chair. San Francisco was first community to establish an overseas committee and raise questions now being discussed throughout the country. Many other national and international bodies are following San Francisco's lead in raising issues dealing with the Jewish Agency's governance and accountability. Approval for UJCC to conduct fundraising campaign for Marin JCC for a multi-service center. Bylaws revision adds president of Women's Division to executive committee. Overseas committee recommends bylaws make this a standing committee. Jewish identity task force discusses issue of "Who Is a Jew" and some of the serious issues polarizing the Jewish world. The charge will be to find a middle ground to bring together Jews of all persuasions. President Kaufman responds to executive committee and board request for greater input at an earlier stage in Federation's decision-making process.
- 1986 Innovative program of Diaspora youth service in Israel--college students will be fully subsidized while working in Israel. Homewood Terrace

totally phased out. New information and referral service committee that came out of Jewish identity task force.

1986-88 LAURENCE MYERS PRESIDENT

1986 Amuta committee to Jerusalem, headed by Avraham Infeld, will search out meritorious programs and supervise Jerusalem office. Mrs. Green installed as regional president of the Northwestern States Region of the American Friends of Hebrew University.

1987 Overseas committee now standing committee, but does not cover Project Renewal. Union of American Hebrew Congregations support Federation's goal of improving Jewish Agency. There is a crisis in personnel in Federation field.

1988 Overseas committee reports Federation is no longer in adversarial position in dealing with Jewish Agency, which now appears willing to change priorities and procedures to meet current needs.

1988-90 ANNETTE DOBBS PRESIDENT

1989 George Foos campaign chairman. Mrs. Green on "Who Is A Jew" ad hoc committee. Special campaign in support of Soviet Jewry resettlement. Federation to remain committed to Mount Zion Hospital as long as its mission addresses traditions of Jewish people. Support is \$500,000 from annual campaign and endowment grants.

1990 Search committee established for new executive director.

Biographical Sketch
MRS. WILLIAM H. GREEN

Mrs. Green is the first woman in the 61-year history of the Federation to serve as the General Campaign Chairman. A national as well as a local Jewish community leader, she has devoted her energies and wide-ranging knowledge of Jewish community needs to improving the quality of Jewish life for the young, the aged and the refugee.

A member of a distinguished San Francisco family, her qualities of leadership have been recognized by the community at large, as well as her fellow Jews. She and her husband are the parents of three children: Florence, 16, David, 18, and Louise, 20.

Mrs. Green's "credibility" is reinforced by her more than twenty years of dedicated service as a community leader. The offices she has held, the awards she has received, and the organizations she has led, are only the readily visible distinctions of her service. More important, more enduring, and more cherished by her, are the men, women and young people whom she has "turned on" to their responsibilities as Jews and the rewards which come from a strong identification with their people.

Hailed as one of the nation's most effective leaders in the field of volunteer training, Mrs. Green is one of the most sensitive and effective guides through the psychological maze of community organization and volunteer motivation. Every year she is asked to travel throughout the country in this role.

A frequent visitor to Israel and to Jewish communities in Europe, Mrs. Green is unflagging in her devotion to the cause of Jewish survival. In late October she returned after leading a special delegation of Jewish Welfare Federation leaders on the United Jewish Appeal Israel Study Mission. Her meetings there with newly arriving Russian Jews were one of her life's most moving experiences: "I saw hopes and dreams and undefinable courage come alive". Sharing the joy of new immigrants who have fled oppression and terror is a mood Mrs. Green understands perhaps more than most American Jews. She has a deep awareness of how these people lived from her frequent visits to the Jewish communities in Morocco and the refugee centers in Paris and Vienna.

Locally, Mrs. Green's active involvement earned her deserved leadership positions with a number of agencies. She served as President of Homewood Terrace, and in guiding roles with the Jewish Home for the Aged, Mount Zion Hospital and the San Francisco Juvenile Justice Commission. She is currently Secretary of the Federation Board and has served as Chairman of many Federation committees. She is also presently a Vice President of the Council of Jewish Federations and Welfare Funds.

MRS. FRANCES GREENVolunteer Positionsfor JEWISH WELFARE FEDERATION

Chairman, Executive Committee	1978
Chairman, General Assembly of Council of Jewish Federations	1978
Past President	1978
President	1976, 1975
Vice President	1974, 1973
Vice-Chairman, Advance Gifts Division	1973
Chairman, Federation Campaign	1972
Vice-Chairman, Federation Campaign	1971, 1970, 1969
Chairman, Social Planning Committee	1970, 1969
Chairman, Public Relations Committee	1968
President, Women's Division	1964, 1963
Chairman of Campaign, Women's Division	1962, 1961

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COMMUNITY INVOLVEMENT

Chairman, Special Study Commission	San Francisco Juvenile Justice Commission, 1967
Member	San Francisco Juvenile Justice Commission
Volunteer	Youth Guidance Center, Juvenile Court
Budget Committee	United Bay Area Crusade (UBAC)
Board of Directors	San Francisco Hearing and Speech Center
Tutor	Venture House
President, Co-operation Mother	Presidio Hills Nursery School

LOCAL & NATIONAL JEWISH ORGANIZATIONS

Board of Directors	Jewish Home for the Aged (1978)
Board of Directors	Jewish Family and Childrens' Service Agency (1978)
Board of Directors	Jewish Community Relations Council (1978)
Director	United Jewish Appeal, National Women's Board

(more)

Mrs. Frances Green-----Volunteer Positions

Page 2

Vice President

Northwestern Council,
Jewish National FundVice President, Women's Services
Council

Council of Jewish Federations

Board of Directors

Emanu-El Residence Club

President

Homewood Terrace

Board of Directors

Mt. Zion Hospital

PRIVATE CORPORATIONS

Board of Directors

Western Women's Bank

JEWISH WELFARE FEDERATION ROSTERS

APPENDIX

1973 STANDING COMMITTEES

EXECUTIVE COMMITTEE

Melvin M. Swig, Chairman
Jerome I. Braun
Reynold H. Colvin
Jesse Feldman
Mrs. William H. Green
Walter A. Haas
Douglas M. Heller
Laurence E. Myers
Benjamin H. Swig

FINANCE AND ADMINISTRATIVE COMMITTEE

Douglas M. Heller, Chairman
Henry E. Berman, Vice Chairman
Lloyd W. Dinkelspiel, Jr.
Robert E. Sinton
John H. Steinhart
Melvin M. Swig

FINANCE AND ADMINISTRATIVE SUB-COMMITTEES

Sub-Committee on Investments

Mortimer Fleishhacker, Chairman
Warren H. Berl
Jack S. Euphrat
Daniel E. Koshland
Robert E. Sinton
Carl W. Stern

Retirement Committee

Robert M. Levlson, Chairman
Abraham Bernstein, M.D.
Paul Boas
Lewis B. Levin
Stuart Seller
Jerome I. Weinstein
Louis Weintraub, Secretary

FUND RAISING COMMITTEE

Mrs. William H. Green, Chairman	Harold J. Kaufman
Lloyd Sankowich, Vice Chairman	Jesse Levin
Karl Bach	William J. Lowenberg
Henry E. Berman	Robert A. Lurie
Abraham Bernstein, M.D.	Mervin G. Morris
Jerome I. Braun	Dr. Donald Newman
Kenneth Colvin	Claude Rosenberg, Jr.
Mrs. Morris Cullner	Edward Schultz
Mrs. Jay Darwin	Donald H. Sellar
Lloyd W. Dinkelspiel, Jr.	Peter F. Sloss
Richard S. Dinner	Mrs. Richard Swig
Mrs. Harold Dobbs	Mrs. Robert Taubman
George Edelstein	Mrs. Marilyn Warshauer
Nathan Jay Friedman	Melvin B. Wasserman
Richard N. Goldman	David Welner
Peter E. Haas	Bernard G. Werth
Douglas M. Heller	Arthur B. Zimmerman
Seymour Hyman	

WOMEN'S DIVISION

PRESIDENTS

1957 - 1959

Mrs. Edgar N. Goldstine

1959 - 1961

Mrs. Robert Levison

1961 - 1963

Mrs. Harold J. Kaufman

1963 - 1965

Mrs. Joseph Blumlein

1965 - 1967

Mrs. William H. Green

1967 - 1969

Mrs. Abraham Bernstein

1969 - 1971

Mrs. Richard L. Swig

1971 -

Mrs. A. Aaron Elkind

CAMPAIGN CHAIRMEN

1948

Mrs. Morris Gallas

*Mrs. Jessie Colman

1949

Mrs. Edgar N. Goldstine

Mrs. James Schwabacher

1950

Mrs. Arthur Barnett

Mrs. Robert L. Goldman

1951

Miss Katherine Simon

Mrs. Reuben Rinder

1952

Mrs. Louis Honig, Sr.

Mrs. Mathew O. Tobriner

1953

Mrs. John C. Altman

Mrs. Herbert I. Ross

1954

Mrs. Robert M. Levison

1955

Mrs. Paul Levinson

1956

Mrs. Ernest Lilienthal

1957

Mrs. Daniel Stone

1958

*Mrs. Stanley Levin

1959-1960

Mrs. Vernon Lambertsen

1961

Mrs. Joseph Blumlein

1962

Mrs. Simon Anixter

1963-1964

Mrs. William H. Green

1965-1966

Mrs. Abraham Bernstein

1967

Mrs. Richard L. Swig

1968-1969

Mrs. Ernest Rogers

Mrs. Margery Knox

1970-1971

Mrs. Herbert A. Ginsberg

1972

Mrs. Harold S. Dobbs

*Deceased

M I N U T E S

WOMEN'S DIVISION

Board of Directors' Meeting
7 December, 1965 at 10 a.m.
Jewish Community Center, 655 Brotherhood Way

PRESENT: Mmes. William H. Green Louis Keefer
 Simon Anixter Jules M. Key
 Robert O. Appleton Joseph Leon
 Monroe A. Baer Julius Mansbach
 William E. Berelson Walter Miller, Jr.
 Donald Bernstein Frank Morris
 Joseph Blumlein Frederick Morrison
 Aaron Elkind Jack Mushkin
 Lawrence Feigenbaum Joseph Portnoy
 Wallace Friedman Donald Pritzker
 Herbert A. Ginsburg Gerard S. Rhine
 Robert J. Goldstein Ralph Rosenberg
 John Gorfinkel James Schwabacher
 Harry Hilp, Jr. Sherman Selix
 Samuel Jacobs Daniel Shapiro
 Harold Kaufman Stanton Lee Sobel
 Richard L. Swig

STAFF: Seymour Kleid

ABSENT: Mmes. Harry A. Battat Leonard Levy
 Abraham Bernstein Bernard H. Mizel
 Joseph Blumenfeld Irwin Mittelman
 Julian S. Davis Henry Robinson
 Harold S. Dobbs Leland Shain
 Myron Goldsmith Max Sobel
 Louis Honig Harvey Steiner

Mrs William H. Green presided. Mrs Green opened the meeting at 10:15 a.m. She asked the members of the Board to introduce themselves, She explained to the ladies that a committee was formed pursuant to a motion made by the Executive Committee on March 25th, 1965, to review the Rules and Procedures and to revise them accordingly. Mrs Harold Kaufman, the chairman of this specific committee read the old and the new By-Laws, and the revisions were unanimously adopted

Mrs Green thanked the committee, which consisted of Mrs Kaufman, Mrs Joseph Blumlein, Mrs Frank Morris, Mrs Daniel Stone and Mrs Richard Simon acting as advisor and parliamentarian. A motion was made to send a vote of thanks to Mrs Simon for her participation and suggestions.

Mrs Green introduced the women who represented our community at the 34th General Assembly of the Council of Jewish Federation and Welfare Funds which took place in Montreal November 11 thru 14, 1965. The Women's Division represented one-half of the delegation from San Francisco, for which they are to be commended. Mrs Green also announced that the 35th Assembly will take place in Los Angeles in November of 1966, and we would like a much greater representation. Mrs Green then called upon the three delegates to discuss the various phases of the women's portion of the General Assembly. Mrs Darcie Shapiro spoke of the Education Meeting which she attended, and discussed at great length the demonstrations which were presented by Montreal and by Cleveland. Montreal presented what they called "Community Chats" in which two women discussed the function of a local agency briefly, and then described how it is available to members of the community if and when it is needed. Cleveland conducted Communi-teas. They invite a limited number of women, not to exceed 20, to someone's house for tea, and had a speaker who acquainted them with the Federation of the Jewish Community. This is followed by a question and answer period. This method is used in the education division to make the women aware, and prepare them for the campaign.

Mrs Joseph Blumlein spoke on the symposium she attended which was entitled, "The Vanishing Jew." The panel was composed of two rabbis, an attorney and a social worker. The entire discussion was most enlightening, although no conclusions were drawn. Mrs Blumlein also spoke about the Group Dynamics session she attended, which was a demonstration given by the women of Milwaukee. The things that most impressed Mrs Blumlein at this demonstration were the facts that through this method the workers become solicitors rather than collectors, the workers become better givers, they also become aware of personal solicitation rather than overuse of the telephone, and the basic premise was expounded that in order to solicit well, the worker must make her pledge prior to seeing other people.

Mrs Richard Swig gave a discourse on the concluding session of the conference at which Rabbi Heschel spoke. As always, Rabbi Heschel had very much content to his speech, and the members of the Board were urged to hear him when he comes to the Temple Emanu-El in March, since there is so much that this man has to present.

The three ladies expressed their enthusiasm and were impressed with the dedication of the people attending the conference, and they urged for a larger attendance next year.

Mrs John A. Gorfinkel, co-chairman of the Education Committee, announced that the Women's Division will have a seminar consisting of two lectures on Monday, January 17 and Monday, February 21. At the January meeting, Mr Theodore Feder, the Director of the Malben program in Israel, will discuss the social work aspects in modern Israel. On February 21, Mrs A. G. Black, who has returned from 12 years in the Middle East, will discuss the various cultures from which Israel has evolved. Both lectures will be given in the Gymnasium of the Jewish Community Center, 655 Brotherhood Way.

Mrs Richard L. Swig, 1966 Campaign Chairman, announced the Campaign chairmen for the various functions, and announced the schedule for the fund raising meetings:

February 10: Special Gifts (\$250 minimum) Luncheon. The place is still to be determined.

Co-chairmen: Mrs Joseph Blumlein, Mrs Ralph Rosenberg,
Mrs Abraham Sirbu, Mrs Daniel Stone

March 21: Advance Gifts (\$100 minimum) Luncheon will be held at the St Francis Yacht Club.

Co-chairmen: Mrs Harold Dobbs, Mrs Edgar A. Goldstine
Mrs Gerard Rhine

March 24: Golf Tournament at Lake Merced (\$100 minimum gift).
Golf Tournament Committee in formation.

April 14: Donor (\$25 minimum) Luncheon - Fashion Show at the Venetian Room of the Fairmont Hotel.

Co-chairmen: Mrs Monroe Baer, Jr., Mrs A. Louis Cohen,
Mrs M. Wallace Friedman, Mrs John Leipsic

Mrs Green invited those people who were interested in seeing the new Community Center to join the tour which was conducted by Mrs Joseph Portnoy, a member of our Board, and Secretary of the Brotherhood Way Center.

There being no further business, the meeting was adjourned at noon.

Respectfully submitted,



Mrs Joseph Leon
Secretary

Mrs. W. H. Green To Head Drive For Federation

Mrs. William H. Green, a national as well as a local Jewish community leader, has been named Chairman of the 1972 Campaign of the Jewish Welfare Federation of San Francisco, Marin County, and The Peninsula, it was announced this week by Melvin M. Swig, Federation President.

Mrs. Green is the first woman in the 61-year history of the Federation to serve as a campaign chairman. She also appears to have the unique claim of being the first woman to serve as Campaign Chairman for a major Jewish community in all of California, and probably the West Coast.

President Swig, in announcing her appointment, noted that: "Mrs. Green follows in a distinguished family tradition. Her father served as chairman of several Jewish Welfare Fund campaigns and was also the first President of the Jewish Welfare Federation. Frannie has already shown all of the qualities of leadership which are required to head a campaign. I am confident that she will make one of our best Campaign Chairmen."

She is currently a vice-president of the National Council of Jewish Federations and Welfare Funds and serves as secretary of the San Francisco Federation.

As a vice-chairman for the 1969, 1970, and 1971 Campaigns, Mrs. Green was responsible for a wide variety of campaign programs, including worker-training, public relations, and special events.

Commenting on her selection to head the 1972 Drive, Mrs. Green said: "I'm looking forward to a year of challenge



Mrs. W. H. Green

and excitement. I know that I'll enjoy working with the many dedicated men and women who will make up my campaign leadership. They will serve as the source of ideas and provide the energy to inspire an outstanding campaign organization. We will depend on them and the community to do and to give more than ever before. The reason is clear: The needs to be met in Israel, and what must be done to aid Soviet Jewry, and to give a new dimension of

(See FEDERATION Page 16)

Mrs. W. H. Green . . .

(Continued from Page One)

Mrs. Green, a native of San Francisco, is married and the mother of three children. She has gained national acclaim as one of the most skilled leaders in the field of group dynamics as applied to fund-raising. She has headed both the Social Planning and Public Relations Committees of the Federations and served as an officer and board member with many of the Federation's local beneficiary agencies.

Active for many years in the civic and cultural life of the Bay Area, Mrs. Green has served in key posts with the United Bay Area Crusade and the Juvenile Justice Commission. Mrs. Green has been active with many Jewish organizations on both the local and national levels. She has been a frequent visitor to Israel and in 1970 was a member of a special exchange mission sponsored by the CJFWF, which took her to Paris, London, Brussels, and Antwerp for a series of meetings with Jewish leaders in those European centers.

FIRST WOMAN CHAIRMAN**'Frannie' Green's Recipe Calls for Quick Campaign**

By Anne Scurr

(Jewish Bulletin Staff Writer)

Mrs. William H. Green, a petite mother of three who claims she is a "terrible golfer" and is quite excited about this year's fashion scene, will chair the 1972 Campaign of the Jewish Welfare Federation of San Francisco, Marin County and The Peninsula.

Mrs. Green, who is called "Frannie", will be the first woman chairman in the 61-year history of the Bay Area Federation.

This is not to say that Women's Liberation has invaded the Federation; after serving as a vice-chairman for the past three years, Mrs. Green was "next in line for the position."

Mrs. Green's husband, William is "extremely proud of his wife's role as Campaign Chairman for the '72 Drive."

Green, who is on the board of the Jewish Family Service Agency, is an optician.

This year's Campaign is going to be highly organized and "quicker than in previous years," Mrs. Green disclosed, and noted that "there will be some women in key positions this year."

"Every year the Campaign starts to lag towards the end -- you can only keep enthusiasm up for so long -- and this is a major problem which we hope to overcome by staging a quicker Campaign with a very concentrated schedule of events."

Looking very chic in a green-and-ivory midi ensemble, Mrs. Green said that, in her opinion, clothes this year are "much more stylish and exciting."

"Last year they were so atrocious that I hardly bought anything," she said.

With planning for the Campaign already underway, "free time" is at a minimum for Mrs. Green. However, she has recently taken several cooking classes and when time allows, she likes to try new recipes.

"Actually, I seem to do better on the fancy dishes -- my children complain that whenever I cook anything plain, I burn it," she

Green. . .

(Continued from Page Six)

dren, Louise, 20, and David, 18, attend college now.

One reason Mrs. Green has such a strong interest in the Jewish Welfare Federation is because "the Federation encompasses a wide spectrum of Jewish needs, locally and in Israel."

"Because I am Jewish, I support these needs and I am aware of the importance of fund-raising," she said.

Priority and needs are currently being examined by the Federation, according to Mrs. Green.

"Times and needs have changed and this is something under study, but results can not take place immediately," she said, adding that "change is a necessity."

Each year the Campaign goal is based on the needs of Israel and the community so "if the goal is met there will be money to go around - to Israel, locally and nationally," she said.

"We plan to begin with worker orientation to make sure that every solicitor will know the technique and will have shown his commitment by his gift."

While her position as Campaign chairman is unique to the West Coast, there are women serving as chairmen in other Jewish communities, including New York City and Dallas.



Mrs. William H. Green

About a year ago, she took up golf "to get some exercise."

"At the time, my major form of physical exertion involved getting in and out of a car," she recalled with a grin.

"I'm terrible at the game," she said modestly, but she enjoys it nonetheless.

Mrs. Green has been to Israel several times and, in 1970, a mission sponsored by the Council of Jewish Federations and Welfare Funds took her to Paris, London, Brussels and Antwerp for a series of meetings with Jewish leaders.

Although she "hates to fly" she likes to travel and takes the plane for convenience.

"Besides, it would be hard to get to Israel on the train," she said with a quiet laugh.

Mr. and Mrs. Green hope to do some travelling when their youngest daughter, Florence, 16, starts college. The two older chil-

NOVEMBER 28, 1986



Frances Green
...takes new role

Green is new president of university friends

Frances D. Green was installed as regional president of the Northwestern States Region of the American Friends of the Hebrew University last week during a reception in San Francisco.

Green has been involved with a number of Jewish organizations. She has been president of the Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties; chairwoman of Israel Bonds; vice president of the Jewish Home for the Aged; secretary of Hebrew Free Loan; and a board member of Congregation Emanu-El.

In the secular community, she serves as chairwoman of the American Red Cross Golden Gate Chapter's volunteer committee.

Green succeeds Eugene L. Friend in the Hebrew University position; Friend held the post for two years.



Jewish Home for the Aged

SPRING
EDITION
1988

President's Message

On Friday, April 1, we shall again commence the observance of the joyous Festival of Passover. Our family of residents, staff and volunteers look forward to sharing with each other the traditional Seder activities surrounding this holiday. Seders are conducted on each of the nine (9) nursing units of the Home on the first night of Passover.

Health facilities for the aged, such as the Jewish Home, have been faced with many new challenges in recent decades, the most obvious resulting from a dramatic shift in the proportion of elderly people in the American population. Advances in public health and medical science are extending the average life span; the average age of residents at the Jewish Home today is 87.4. People over 85 years of age are the fastest growing segment of our population.

The trade-off is a rising proportion of ill elderly who require skilled nursing care. Accordingly, many of the elderly entering health facilities like the Jewish Home need a greater intensity of health and medical services than in the past. Of our 400 residents, 85% require moderate to heavy care while 15% receive minimal health services. The vast majority of applicants on our growing waiting list for admission require intensive services. Our Board of Directors, through

the Long Range Planning Committee, is studying this matter.

When the resident mix tilted toward heavy care patients, a number of changes occurred at the Home. Specialized care units for residents with Alzheimer's Disease and related disorders, as well as an Acute Psychiatric Unit, were established. These units are fully operational and are now model programs in the Western States. Our staff is receiving training to provide a higher level of technical skill and management ability in planning care for residents, dispensing medication and using treatment equipment. Also, more physician time has been made available to the residents. The pressures of providing more sophisticated care have heightened the emotional demands on all staff.

All of us are grateful to the special volunteers of the Home who are tireless, dedicated and loving. We salute our volunteers for their compassion and respect for the dignity of each resident. We are also appreciative of the essential work performed by our Auxiliary, whose membership is always striving to improve and fund service programs.

As your family and mine gather for the Passover Seder, let us give thanks for a hard-working Board of Directors, a fine administrative multi-faceted staff, Auxiliary and volunteers, whose joint and dedicated efforts are directed towards making the Home truly "a home" for our residents.

Best wishes for a Joyful Passover!

Franny Green
President

To "honor thy father and thy mother" is among the most ancient and most cogent tenets of our heritage. It is an urging to carry on a tradition which values each individual as part of a deep and abiding culture. At the Jewish Home, we make every effort to take those actions which will make a positive difference in the lives of those whom we serve.

As we approach Rosh Hashanah, our Jewish New Year 5749, I am pleased to report as President during the past year, that our Home is providing a continuum of services appropriate to the specific health, social, and rehabilitative needs of each elderly person served. This is being accomplished by an outstanding nursing and support staff in a warm, caring, and Jewish atmosphere.

When the resident mix at the Home tilted towards heavy care patients, we responded by establishing specialized care units for Alzheimer's Disease and related disorders as well as an Acute Psychiatric Unit. These units, fully operational, are model programs in the Western States because our Home was willing to accept the challenge for meeting the changing needs of the frail elderly in our community. The Jewish Home continues earning a distinguished reputation as a high quality geriatric center.

Nursing homes like the Jewish Home are under increasing pressures in meeting the needs of the elderly. This is due to rising costs, an acute shortage of nurses and limits on government reimbursement. According to documented government studies, the typical nursing home resident is older and requires much more care than in the past. Many nurs-

ing homes are responding by limiting access of high care patients and accepting only private pay patients. Contrary to this trend, the Jewish Home continues to provide care for those aged in the greatest need — and with limited financial resources. As we approach the New Year, we are faced with a budget that will exceed \$14,000,000 for the entire complex. In order for us to balance that budget, we must depend upon a philanthropic income of \$2,500,000. At this time, I would like to extend special thanks to:

- our Board of Directors who never fail to give their wholehearted support, expertise, and guidance in helping to maintain the high quality care which the Jewish Home for the Aged has always provided to the community.
- the JH-A professional and support staff who continue to meet the increasing needs of the Home's residents, their families, and the community.
- Auxiliary President, Arlene Krieger, and the entire Auxiliary membership who devote themselves toward contributing to the financial needs of the Home by planning and sponsoring innovative events as well as expressing their care and concern for all our residents in a myriad of ways.
- the many loving and caring volunteers who give of their time by coming to the Home to entertain, feed, visit, plan parties, etc. and make all our residents and families feel loved and cared about.
- and to the entire Jewish community who has always answered our requests for financial support in order to fulfill the Command "to honor thy father and thy mother"

The Board of Directors, Administration, Auxiliary, Residents and Staff of the Jewish Home join me in wishing you all a Healthy and Happy New Year.

9/9/88

Franny Green
President



Franny Green
President



Franny Green
President

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S.F. woman is 1st female president of agency — again

LESLIE KATZ
Bulletin Staff

If Fran Green continues her ambitious pattern, she just might be the first female president of the United States.

After all, she's been the first female president before — of both the Jewish Community Federation and the Jewish Home for the Aged. Most recently, she was the first woman elected president in the 96-year history of the Hebrew Free Loan Association.

Green's goal as president of the agency, which gives interest-free business, student and personal loans to Bay Area Jews, is to continue expanding the traditional loan program while increasing the amount of money for students and, she hopes, for businesses as well. The agency also is discussing implementing an emergency grant program for Jews in dire need.

Another priority is to step up publicity for the agency. "It is not the best-known agency in San Francisco," she admits. "The Jewish community has always known about it, but the non-



Fran Green

Jewish community is the last one to know about it or care about it."

Firsts characterize the 64-year-old San Franciscan's life. Not only has she served as president of three major Jewish organizations; she also was the first woman to serve on the board of Sinai Memorial Chapel.

"I don't see any reason why women shouldn't be leaders," the grandmother of seven says directly.

Surprisingly, perhaps, Green says she's met little if any resistance on her trailblazing path of leadership as a Jewish woman.

"The people who worked with me were very supportive," she says. "The Jewish community has done a very good job of bringing women in."

Green got her start in community service years ago when she volunteered to assist young girls at juvenile hall. Volunteering in the coffee shop at Mount Zion Hospital in San Francisco marked her first involvement with the Jewish community, one that eventually led to her being elected the first female president of a major federation in the United States. She served in that position from 1976-1977.

While president of the federation, Green concurrently served on the board of directors of Mount Zion Hospital and Sunny Hills Children's Services in San Anselmo. She also has been on the board of Temple Emanu-El in San Francisco, where she and

her husband William, a retired optician, are members.

Despite her many leadership roles, Green is humble when asked to point to the strengths that may have led to her roles as commander in chief.

"One of my biggest strengths is being able to pick the right people for their jobs, and bring people along to leadership positions," she says after some thought. "And I'm not afraid to speak out. I say what I think."

FRIEND, HAS THEE FELT IN THY POCKET FOR HIM?

A story is told of a Quaker, who, upon overhearing a man discuss how deeply he felt for another who lived in poverty and was in need of help, asked, "Friend, has thee felt in thy pocket for him?"

I read this story in a bulletin from a congregation in the Palm Desert area and felt it was a most appropriate story as we end one year and embark upon another. It is a simple question, the spirit of it being that if there are people in need, we should be willing to reach into our pockets and afford them the assistance necessary for their survival.



That, in essence, is what the Hebrew Free Loan Association is all about, with one exception: we do not give; we lend. Why do we lend? For a very simple reason—to preserve a person's dignity.

That, in essence, is what the Hebrew Free Loan Association is all about, with one exception: we do not give; we lend. Why do we lend? For a very simple reason—to preserve a person's dignity. It is so

important that it is as though we were saving the lives of those individuals who come to us for help. People come to the Hebrew Free Loan with their heads bowed, but leave standing straight, because our interest free loans give them the opportunity to begin anew, without the insult of a handout.

It is my hope that as we end one year and begin another that this message of kindness will encourage you to support our efforts. May the *Hanukah* season give you joy, and may the new year bring you happiness.

Frances D. Green
President

Hebrew Free Loan to help first-time home buyers

LARRY KANTER
Bulletin Staff

Prospective home-buyers looking for an extra financial boost now have a new place to turn: the Hebrew Free Loan Association.

After almost a century of providing interest-free loans to Jewish students, entrepreneurs, emigrants and others in need, the organization has just widened its net to include first-time home-buyers.

"Putting a downpayment on a house is the epitome of the American dream," said Irwin Wiener, executive director of Hebrew Free Loan. But with Bay Area home prices currently in the hundreds of thousands of dollars, "that dream has faded. We're trying to help

people revive it."

Under its new "First Time Homebuyers Loan Program," HFLA will provide up to \$10,000 in interest-free loans to help people make downpayments on a first home. Loan repayments will be scheduled over a five-year period, "so it doesn't present too much of a hardship to both pay the mortgage and pay us back," Wiener said.

"I thought this would be an opportunity to present a program that is not being done in the community by any other organization," he added. "It's all part of the desire to help people become independent, self-supporting and productive members of the community."

Like Hebrew Free Loan's student loan, small business and debt con-

solidation programs, the home-buyer program includes an extensive process of counseling and advising before a loan is granted.

"The total loan picture has to be looked at. And that will be done in the counseling process," he said.

The new loan program represents the first time HFLA has offered home loans in more than a generation. "In the past, Hebrew Free Loan did give home loans," said Wiener. "But those were the days when home a cost \$3,000 or \$4,000 and downpayments were several hundred."

As housing prices began to rise, "that program had to be stopped because of limited resources."

Through foundation grants and individual donations, Wiener

managed to raise about \$100,000 for the new program — or 10 loans if everyone applies for the \$10,000 maximum. The Bay Area office is the only one of 30 Hebrew Free Loan offices around the country that offers such a service.

Wiener said he hopes the new home loan program has applicants "lining up around the block."

Just as "I want to see everyone successful in business and debt-free and every child get an education," he said, "I'd like to see everyone own their own home."

For information on the First Time Homebuyers Loan Program, call the Hebrew Free Loan Association at (415) 982-3177.



Irwin Wiener

3-94

AUGUST 28, 1992

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Eleanor K. Glaser

Raised and educated in the Middle West. During World War II, spent two years in the U.S. Marine Corps Women's Reserve.

Senior year of college was taken in New Zealand, consequently A.B. degree in sociology from University of Michigan was granted in absentia. Study in New Zealand was followed by a year in Sydney, Australia, working for Caltex Oil Company.

Work experience includes such non-profit organizations as Community Service Society, New York City; National Society for Crippled Children and Adults and National Congress of Parents and Teachers in Chicago.

After moving to California in 1966, joined the staff of a local weekly newspaper, did volunteer publicity for the Judah Magnes Museum and the Moraga Historical Society, and was the Bay Area correspondent for a national weekly newspaper. Also served as a history docent for the Oakland Museum.

Additional travel includes Great Britain, Europe, Israel, Mexico, and the Far East.

